



2016

ANNUAL REPORT • INGXELO YONYAKA • JAARVERSLAG
MBIKO WEMNYAKA • UVHIGO WA N'WAHA
PEGELO YA NGWAGA • PEGO YA NGWAGA • TLALEHO YA SELEMO
UMBIKO WOMNYAKA • UMBIKO WONYAKA
XIVIKO XA LEMBE



UNISA
UNIVERSITY OF SOUTH AFRICA



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UNISA: BACKGROUND AND SCOPE



Established in 1873 as the University of the Cape of Good Hope, Unisa's origins were to serve primarily as an 'examining body'. Throughout its history of more than 140 years, Unisa has always aspired to unlock access to higher education for as many people as possible. Committed to providing inclusive education and keeping abreast of an ever-evolving higher education landscape, Unisa's journey has been one of continuous growth and transformation. Unisa defines itself as a public-spirited institution with a clear social mandate. It is focussed on quality, development, and transformation through education – teaching, research and community engagement – nationally, continentally and globally.

In 2001, in line with the new, fully inclusive democracy, and in the context of equity and redress, the South African higher education landscape underwent a complete reconfiguration and from this exercise, the new Unisa emerged in 2004 as South Africa's single, dedicated, comprehensive distance education institution (amalgamating the old Unisa, Technikon Southern Africa and the Vista University for Distance Education Campus).

Throughout its history, Unisa was perhaps the only university in the country to have resisted exclusionary dictates, providing all people with access to education, irrespective of race, colour or creed (although graduation ceremonies were differentiated by race for a time in terms of national legislation). Reflecting Unisa's rich history, the university today has an impressive database of alumni, many of whom are to be noted amongst the most senior echelons of society across the world. Its impressive database of alumni, many of whom are to be noted amongst the most senior echelons of society across the world. Given its rootedness in South Africa and the African continent, Unisa today can truly claim to be *the* African university shaping futures in the service of humanity.

Unisa is the largest open distance learning (ODL) institution in South Africa and Africa, and one of the world's top 30 mega-institutions. With more than 350 000 students Unisa enrolls over one-third of all South Africa's tertiary students. The student profile reflects the demographics of South Africa, underscoring the pivotal

Unisa defines itself as a public-spirited institution with a clear social mandate. It is focussed on quality, development, and transformation through education – teaching, research and community engagement – nationally, continentally and globally.

role that Unisa plays in higher education, and its strategic position nationally, continentally and globally, as a key vehicle for transformation, growth and development.

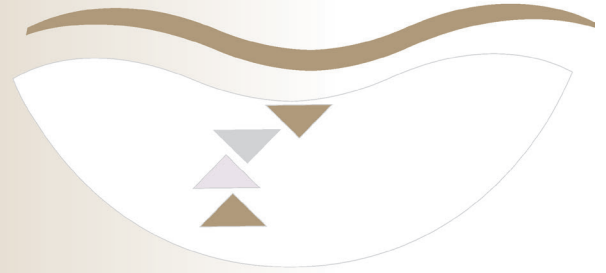
As a university that is working determinedly to be a modern innovative and effective university, Unisa's institutional, governance and management structures have been continually adapted and adjusted to meet emerging regulatory requirements, socioeconomic dynamics and the institutional spirit of transformation and growth. Unisa's philosophy and goals as set out in the Unisa at a glance section of this report reflect Unisa's unequivocal commitment to quality and define its imperatives for sustainable change and development.

Scope of this report

This report reflects the significant activities for the period 1 January – 31 December 2016 and covers the total operations of Unisa. The emphasis of content for the report was determined by the structure and Reporting Regulations (2014) set by the Department of Higher Education and Training. Whilst all reasonable attempts were made to equally align the report with the best practices recommended by King III, the report was compiled to comply firstly with the specific parameters of the DHET guidelines and respond to all the issues raised for consideration in the regulating guidelines. This onus has the effect of focussing the report on context-specific stipulated information outside (and different to) the recommended boundaries of King III. However, information that may be required on any matter in this report or otherwise, may be found on either the Unisa website or by contacting the office of the Registrar at temanqm@unisa.ac.za.



UNISA AT A GLANCE



The following is a brief overview of Unisa's philosophy and goals, its organisational structure and information on its student and staff profiles.

Vision

Towards *the* African university shaping futures in the service of humanity.

Mission

Unisa is a comprehensive, open distance learning institution that produces excellent scholarship and research, provides quality tuition and fosters active community engagement. We are guided by the principles of lifelong learning, student-centredness, innovation and creativity. Our efforts contribute to a knowledge and information society, advance development, nurture a critical citizenry and ensure global sustainability.

Values

- ethical and collective responsibility • integrity • innovation and excellence
- responsive student-centredness • dignity in diversity

(English)

Inembombono

Kufikelela kuba iyunivesithi ye-Afrika erhuluphelele ukwakha ingomuso ngokusebenzela abantu boke.

Umnqopho

I-Unisa iliziko elibanzi, elinehlelo lefundo elivuleleke ukufunda ukude, izikweli likhiqiza ifundo nerhubhululo ehle khulu, yobujamo obuphezulu begodu efaka umoya wokuzibandakanya nemiphakathi ngamajadu. Sirholwa phambili migomo yefundo yepilo yoke, ukutjheja iindingo zabafundi, amaqhinga wokwenza izinto ezitjha begodu nekghono lokwakha amano amatjha. Imizamo yethu isiza isitjhaba ngelwazi lwetheknoloji, isiza ukuletha ituthuko eya phambili, yakha ikghono lezakhamizi lokuziphendulela nokubuka izinto ngeliso elihlabako nokuqinisekisa ituthuko yehlabathi edzimelekile nokuragela phambili.

Iminqopho eyisisekelo sekambiso

- ikambiso yokuziphatha okulungileko begodu nokuziphendulela ngokuhlanganyela • ukuthembeka
- amaqhinga wokwenza izinto ezitjha nomsebenzi weqophelo eliphezulu • ukutjhetjha simnyazana iindingo zabafundi
- ukuhloniphana kwabantu ngokwahlukahlukana

(IsiNdebele)

Umbono

Sijolise ekubeni yiyunivesithi yeAfrika equlunqa ikamva kwinkonzo yoluntu.

Umnqophiso

I-Unisa liziko elivulelekileyo ngokubanzi nelilemfundo yabafunda bekude. Elivelisa imfundo enzulu nophando, lilungiselela izifundo ezikumgangatho ophezulu kwaye liphembelela ukusebenzisana ngenkuthalo noluntu ekuhlaleni. Sikhokelwa ziinqobo zemfundo eqhubeka ubomi bonke, iinqobo ezingqale ukusabela iimfuno zabafundi, ubuchule bokuyila izinto ezintsha nobugcisa. Iinzame zethu zincedisa ukuphuhlisa inkcukatha yezeteknoloji, ukuqhubela phambili uphuhliso loluntu, ukuseka abemi abathe gqolo ngengqwalasela nemibuzo, kwaye nokuqinisekisa uzinzo lwehlabathi ngakwicala lokusingqongileyo.

Iinqobo zentsulungeko ezisemgangathweni

- uxanduva lweenqobo ezisesikweni ezilawula ukuziphatha okulungileyo • intebeko nokunyaniseka • ukuvelisa izinto ezintsha nezibalaseleyo ngokugqwesa • ukusabela ngokugqala kwiimfuno nezidingo zabafundi
- ukunonelela ngesidima nembeko iintlobo ezahlukeneyo zabantu

(IsiXhosa)



Umbono

Ukufinyelela ekubeni inyuvesi yase-Afrika ebumba ikusasa ngokusebenzela uluntu ngokubanzi.

Injongo enkulu

I-Unisa iyisikhungo esijulile, esinohlelo lwemfundo oluvulekile lokufunda kwabantu bekude, lesi sikhungo semfundo sikhqiza imfundo kanye nocwaningo oluhlaba umxhwele, sihlizeka ngemfundo ekwiqophelo eliphezulu futhi siqikelela ukusebenzisana ngenkuthalo yokuzibandakanya nemiphakathi. Siholwa phambili yimigomo yokuthi abantu bafunde impilo yabo yonke, sigxila ekunakekeleni izidingo zabafundi, ubuqambi nokudala izinto ezintsha. Imizamo yethu ithela esivivaneni nokujulisa ulwazi lwezetheknoloji, ukuqhubela phambili intuthuko, ukondla kanye nokukhwezela ikhono lokuthi abantu babeyizakhamuzi ezihlolisiza izinto ngeso elibukhali ngomqondo okhaliphile kanye nokuqikelela ukuthi siba nomhlaba osimeme nokwazi ukuqhubekela phambili nangekusasa.

Izisekelo nezakhelo ezibalulekile eziwugqozi nomfutho

- inkambiso yokwazi okuhle nokubi nokusebenzisana ngokuhlanganyela
- ubuqotho nokuthembeka
- ubuqambi bezinto ezintsha neziseqophelweni eliphezulu
- ukuphendula masishane kwizidingo zabafundi
- isithunzi nenhlonipho yabantu ngokwehlukahlukana kwabo

(IsiZulu)

Ponelopele

Ho fihlela univesithing ya Afrika e ahang bokamoso tshebeletsong ya botho.

Maikemisetsokgolo

Unisa ke setsi se bulehileng sa thuto se pharaletseng se hlhisang ditsebi le dliptlisiso tse babatsehang, mme se fana ka thuto ya boleng bo phahameng le ho kghothalletsa dikamano tse mafolofolo tsa tshebedisano le setjhaba. Re tataiswa ke metheo ya thuto e sa feleng ya bophelo bohle, e shebaneng le dihloko tsa baithuti, tshibollo le boqapi ba bokgabane. Boiteko ba rona bo thusa ho tsebo le tlhahisoleseding ya thekenoloji, ho susumetsa tswelopele, ho hodisa hore ho be le baahi ba shebang dilo ka leihlo la ho lekola, le ho netefatsa tswelopele ya lefatshe lohle ka ho sa feleng.

Makgabane a boitshwaro

- boitshwaro bo molemo le boikarabelo bo kopanetsweng
- botshepehi
- tshibollo le boqapi ba bokgabane
- ho mamelo dihloko tsa baithuti
- hlomphe ya ditjhaba tse fapaneng

(Sesotho)

Ponelopele

Go fitlhela yunibesithi ya Afrika ya go bopa bokamoso bja go direla setšhaba .

Maikemišetšokgolo

Unisa ke institušene e bolegilego ya go pharalatšega ya go ithuta o le kgole, ye e akaretšago dithuto ka kakaretšo e bile e tšweletšago go ithuta ga maemo a godimodimo le go dira dinyakišišo, gape ye e fago thuto ya boleng bja godimo le go godiša dikamano tša mahlaha le setšhaba. Re hlahlwa ke metheo ya go ithuta bophelong ka moka, go bea dihlokwa le dikgahlego tša baithuti pele, boitšhimolloši le bokgoni bja go hlola dinto tše mpsha. Maitekelo a rena a thusa setšhaba go hwetša tsebo le tshedimošo ya teknolotše, tšwelopele ya tlhabologo, kgodišo ya setšhaba sa badudi ba go lebelela dinto ka bohlale le go sekaseka, le go netefatša tirišo ye e tšwelelago ya dithuši nkgokolofaseng.

Ditumelo tša šušumetšo tše bohlokwa ka ga boitshwaro

- maitshwaro a mabotse le boikarabelo bja kopanelo
- botshepegi
- boitšhimolloši bja go hlola dintsho tše mpsha le go šoma ka maemo a godimodimo
- go bea dikgahlego tša baithuti pele
- go tlotla ditšhaba tše fapanego

(Sesotho sa Leboa)

Ponelopele

Go fithelela kwa go nneng yunibesithi ya Aforika e e bopang isago mo ditirelong tsa batho.

Maitlhomogolo

Unisa ke setheo se se akaretsang, sa go ithuta o le kgakala se se tthagisang borutegi jo bo kwa godimo le dipatlisiso tse di matsetseleko, se tlamela ka thuto ya boleng mme se rotloetsa dikamano le dipuisano tse tlhaga le baagi. Re kaelwa ke dithaego tsa go ithuta botshelo jotle, go lebana le ditlhokwa tsa baithuti, botlhami le boitshimoleledi. Maiteko a rona a tshwaela mo setšhabeng se se nang le kitso le tshedimosego ya thekenoloji, go tswelatsa tlhabololo, go nosetsa boagi jo bo lebanago le dilo ka go sekaseka mme le go netefatsa go nnela leruri ka kakaretso ga lefatshe.

Dithaego tsa tlhotlhetso ya maitshwaro

- maikarabelo a maitsholo a molemo le a tlhakanetsweng
- boikanyego
- botlhami le boitshimoleledi
- go lebana le ditlhokwa tsa baithuti
- tlotlo ya ditšhaba tsa go fapana

(Setswana)



Umbono

Kufinyelela kuba nyuvesi yase-Afrika leyakha likusasa lekunakekela nekusebentela bantfu kumhlaba wonkhe.

Injongo lenkulu

I-Unisa sikhungo lesibanti, semfundvo yakashane levulekile lesiniketa imfundvo nelucwaningo, lesikhungo sikhicita tifundvo letisezingeni leliphakeme kantsi sikhutsata kutibandzakanya nemiphakatsi. Siholwa ngumgomosisekelo wekufundza imphilo yonkhe, kubeka tidzingo tebafundzi phambili, kucamba tintfo letinsha nelikhono lebungcweti. Imitamo yetfu kuba neligalelo elwatini lwetetheknoloji, intfutuko lesezingeni leliphakeme, kutfutukisa nekukhutsata likhono letakhamuti lekucabangisisa ngekuhlaba nekuhluta tintfo nekucinisekisa kusimama kwemhlaba wonkhe.

Timiso letinemtselela kunchubo yetfu

- sibopho sekutiphatsa lokulungile nekusebenta ngekubambisana • bucofto • kucamba tintfo letinsha nekusebenta ngelizinga lelisetulu • kunaka nekubeka tidzingo tebafundzi phambili • kuhlonipha sitfunti

sebantfu labahlukene

(Siswati)

Bono

U swikelela kha u vha yunivesithi i vhumbaho vhumatshelo kha u shumela vhathu.

Ndivho khulwane

Unisa ndi tshiimiswa tshi angaredzaho, tsha ngudo ya u guda vhathu vha re kule tshine tsha bveledza skoJashipi na ngudo dza matakaheni na thodisiso, u netshedza pfunzo ya maimo na u tũtũwedza u dzhenelera na shumisano na tshitshavha. Ri dededzwa ndila nga mitheo ya vhuḏifari ya ngudo ya vhutshilo hoṭhe, u fusha thodea dza matshudeni, u tumbula na vhusiki. Maga hashu a shela mulenzhe na u tũtũwedza ndivho na mafhungo a zwa theknoḏzhi kha tshitshavha, mveledziso i re phanda, u tũtũwedza u vha hone ha vhudzulapo vha humbulaho zwithu nga u ṭola na u sedzulusa, na u vhona uri hu na mvelaphanda ya Jifhasi i vhlungelaho na zwa matshelo.

Mikhwa ya vhuḏifari

- vhuḏifhinduleli nga mikhwa ya vhuḏifari, thikedzo na shumisano • vhufulufhedzei • u tumbula na vhukoni vha maimo • u fusha thodea dza matshudeni • u thonifha vhathu vha u fhambana

(Tshivenda)

Xivono

Hi tirhela ku va yunivhesiti ya Afrika leyi antswisaka vumundzuku bya vanhu.

Xikongomelonkulu

Unisa i instituxini ya dyondzo leyi anameke no pfuleka leyi nyikaka dyondzo eka lava va dyondzaku va ri kule, leyi yi humesaka swikolaxipi swa xiyimo xa le henhla na mindzavisiso, yi nyika dyondzo ya nkoka na ya xiyimo xa le henhla na ku khutaza ku tirhisana na vaaki hi ndlela ya mingiriko. Hi leteriwa hi minsinya ya dyondzo ya vutomi hinkwabyo, ku angulana na swilaveko swa machudeni, vutumbuluxi bya swilo leswintshwa na vuqambi. Matshalatshala ya hina ya na xiavo xa nhluvuko ya swa theknoloji, ku yisa emahlweni nhluvuko, ku kondletela leswo ku va na vaakatiko lava va langutaku swilo hi tihlo ra vuxiyaxiyi na ku tiyisisa nhlaysiseko wa mhango wa misava hinkwayo.

Nseketelo na nsusumeto wa swikongomelo swa nkoka swa fambiselo ra hina

- vutihlamuleri bya mikhuva leyinene ya vululami na ntirhisano hi nhlanganelo • vutshembeki
- vutumbuluxi bya swilo leswintshwa na tirhelo ra le henhla swinene • ku angula hi xihatla eka swilaveko swa machudeni • ku xixima vanhu hi ku hambana ka vona

(Xitsonga)

Visie

Onderweg na die Afrika-universiteit wat in diens van die mens toekomstdrome verwesenlik.

Missie

Unisa is 'n omvattende, oop afstandsonderriginstelling wat voortreflike vakkundigheid en navorsing voortbring. Die Universiteit bied onderrig van hoogstaande gehalte en moedig aktiewe betrokkenheid by die gemeenskap aan. Ons word gelei deur die beginsels van lewenslange leer, studentgerigtheid, innovasie en kreatiwiteit. Unisa dra by tot 'n kennis-en-inligtingsamelewing, bevorder ontwikkeling, kweek 'n kritiese burgers en verseker globale volhoubaarheid.

Waardes

- etiese en kollektiewe verantwoordelikheid • integriteit • innovasie en uitnemendheid • simpatieke studentgerigtheid
- waardigheid in verskeidenheid

(Afrikaans)



Transformation Charter¹

Preamble

We, the Council, Management, Staff and Students of the University of South Africa –

Affirming

that the context of transformation in Unisa is unprecedented political and social change following the advent of democracy in South Africa

Endorsing

the need to

- galvanise the university to help fulfil societal aspirations for a just, prosperous society as encapsulated in the Constitution
- provide equitable access to higher education institutions, programmes and knowledge
- redress previous injustices referred to in the Constitution and the Higher Education Act 101 of 1997 based on race, gender, class and ethnicity
- provide scholarship and tuition aimed at social and human resource development that is socially responsive

We declare that

Transformation is fundamental and purposeful advancement towards specified goals: individual, collective, cultural and institutional, aimed at high performance, effectiveness and excellence. It entails improvement and continuous renewal guided by justice and ethical action, and achievement of a state that is demonstrably beyond the original.

Individual and collective change requires regular and frequent introspection and self-criticism to examine how assumptions and practices are expressive of and resonant with transformational goals.

Cultural change requires the creative disruption and rupture of entrenched ways of thinking, acting, relating and performing within the institution and a willingness to adapt.

Institutional change entails the reconfiguration of systems, processes, structures, procedures and capabilities to be expressive of transformational intent. Transformation is

monitored, milestones agreed, progress evaluated and measured, with individual and collective accountability for clearly identified responsibilities.

Transformation is sponsored, driven and led by the Vice-Chancellor. It is also articulated and advocated by the entire institutional leadership.

Transformational leaders are to be found at all levels and in all sectors of the organisation, not necessarily dependent on positional power. They are distinguished from mere actors by their insight into how things are in comparison to where they need to be, with the resolve and capability to act catalytically in pursuit of institutional and societal change imperatives in the face of opposition, resistance and limited resources.

Transformation keeps us at the frontier as pathfinders: to find ever better and innovative ways of enriching the student experience, elaborating and building upon African epistemologies and philosophies, developing alternative knowledge canons and advancing indigenous knowledge systems that ground us on the African continent, without averting our gaze from the global horizon

We commit to

constructing together a new DNA for Unisa, characterised by openness, scholarly tradition, critical thinking, self-reflection and the values of African cultures – openness, warmth, compassion, inclusiveness and community.

This we will accomplish through

- **COMMUNICATION:** Ensuring shared meaning and promoting mutual understanding at all levels, by making explicit relevant decisions, actions, choices and events timeously and transparently
- **CONVERSATION:** Actively participating in dialogue that transforms the relationship and narrows the scope of differences while enhancing understanding and empathy
- **CONSERVATION:** Preserving and utilising what is best from our legacy, making choices and decisions and taking actions in the present which ensure a sustainable future
- **COMMUNITY:** The university staff, students and alumni cohering around our shared vision, aspirations and interests in the spirit of Ubuntu, while embracing diversity in its multiple forms
- **CONNECTION:** Reinvigorating stakeholder relations to find greater synergy, harmony and meeting of minds in pursuit of transformational goals

¹ The Unisa Transformation Charter was adopted in 2011.

- **CARE:** Fostering a sense of belonging among the members of the Unisa community so that they feel accepted, understood, respected and valued
- **COLLEGIALITY:** Cultivating an ethos of professionalism, shared responsibility, mutual respect, civility and trust while understanding and acknowledging one another's competencies and roles
- **COMMITMENT:** Dedicating ourselves individually and collectively to promoting and upholding the vision, goals and values of Unisa
- **COOPERATION:** Working together proactively and responsively towards the realisation of Unisa's goals and aspirations
- **CREATIVITY:** Nurturing an environment that is open and receptive to new ideas, liberates potential and leads to imaginative and innovative thinking and action
- **CONSULTATION:** Taking into account, in good faith, the views, advice and contributions of appropriate stakeholders and individuals on relevant matters ... and
- **COURAGE** to act, decide and make choices with conviction and resolution in the best interests of the institution

THIS PLEDGE WE MAKE, confident that the institutional climate we seek to create will free us from the shackles of our pasts in order that we may face the future with confidence, pride and dignity.

Strategic focus areas

Strategic Focus Area 1: Towards becoming a leading ODeL, comprehensive university in teaching and learning, research, innovation and community engagement based on scholarship.²

Strategic Focus Area 2: To craft and embed an agile, innovative, sustainable and efficient operational environment.

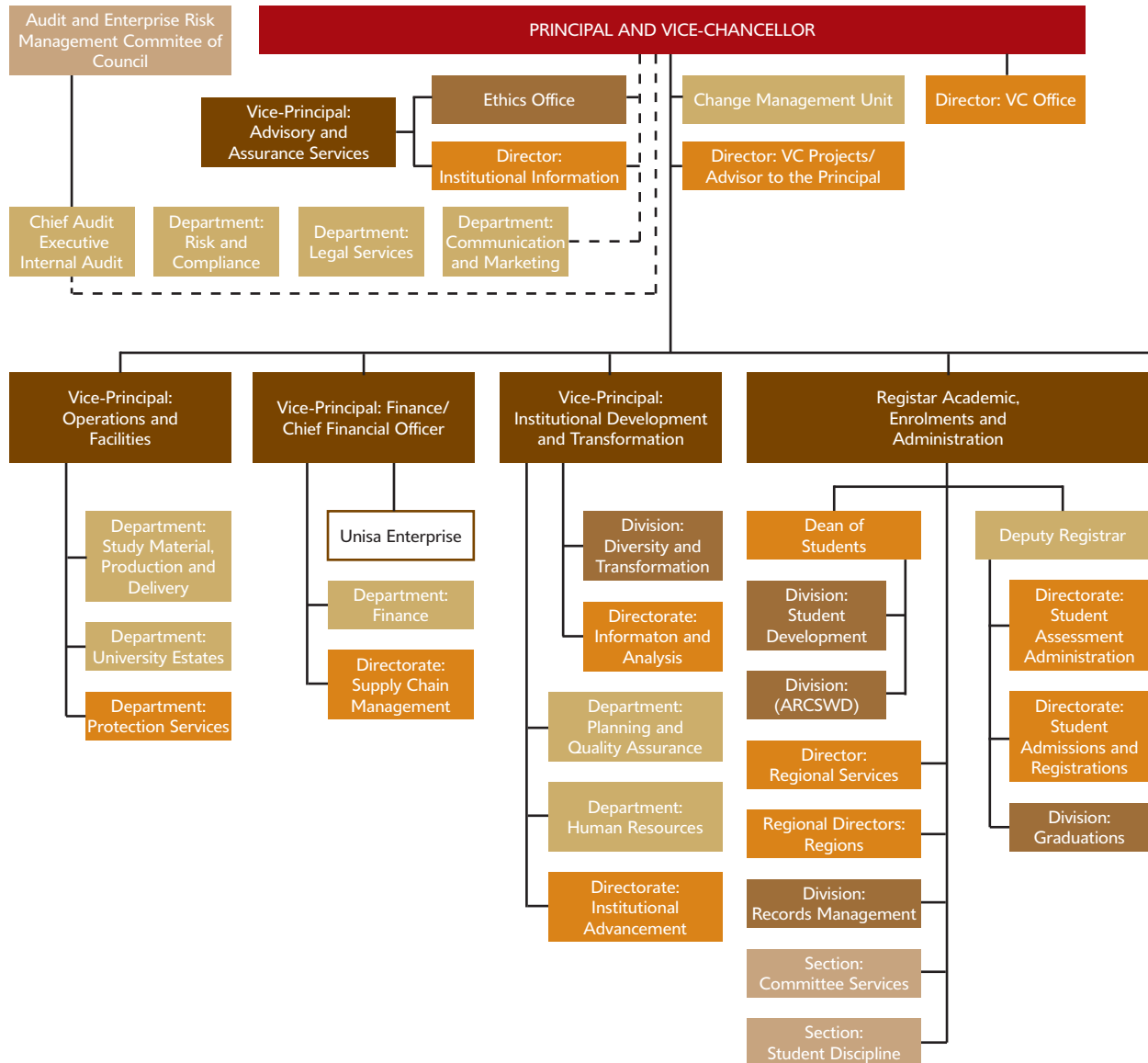
Strategic Focus Area 3: To harness ICTs to support the transformation of the core business, to enable high performance, service and quality to all its communities.

² The word 'scholarship' is applied with a broad understanding and emphatically includes all activities directly and indirectly pertaining to teaching and learning and research.

Organisational structure

The organisational structure is designed to support the university in executing its core business areas of teaching and learning, research, innovation and community engagement, and to give practical effect to the identified and agreed institutional strategic and operational priorities.

It introduces an equitable distribution of functions across the portfolios and promotes horizontal integration of activities. Overall accountability resorts with the Vice-Chancellor. All the Vice-Principals report directly to the Vice-Chancellor and they constitute the senior management team of Unisa.





EXECUTIVE MANAGEMENT



Prof. M Makhanya
Principal and Vice-Chancellor



Prof. MOC Moche
Vice-Principal Academic:
Teaching, Learning, Community
Engagement and Student Support



Prof. D Singh
Vice-Principal:
Advisory and
Assurance Services



Mr PZR Zwane
Vice-Principal: Finance/
Chief Financial Officer



Mr GM Letsoalo
Vice-Principal: ICT/
Chief Information Officer



Ms L Griesel
Vice-Principal:
Institutional Development and
Transformation
(Acting on rotation basis)



Dr PS Zulu
Vice-Principal:
Institutional Development and
Transformation
(Acting on rotation basis)



Dr M Socikwa
Vice-Principal:
Operations
and Facilities



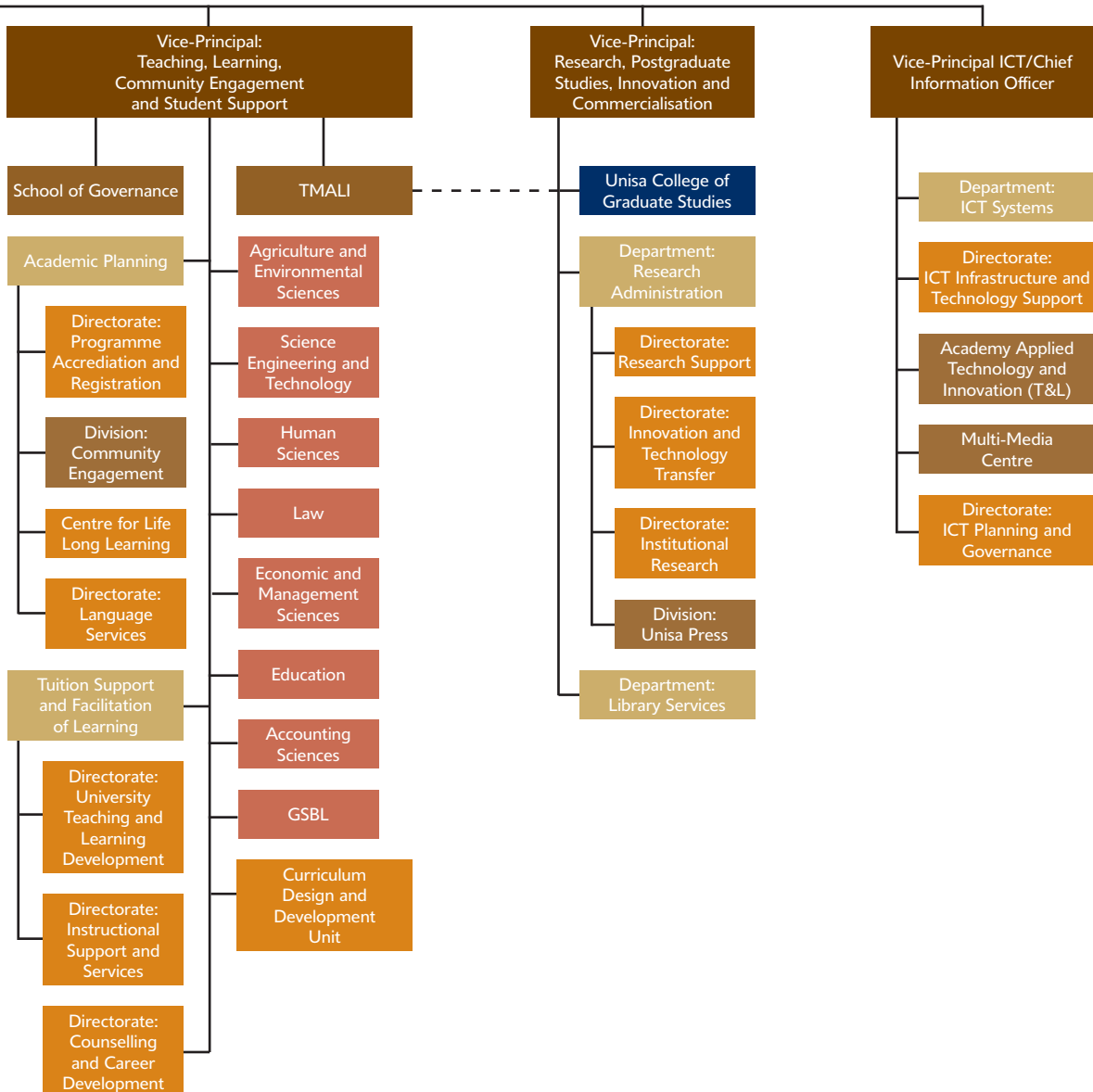
Prof. M Phakeng
Vice-Principal:
Research, Postgraduate Studies,
Innovation and Commercialisation



Prof. L Labuschagne
Vice-Principal:
Research, Postgraduate Studies,
Innovation and Commercialisation
(Acting from 1 July 2016)



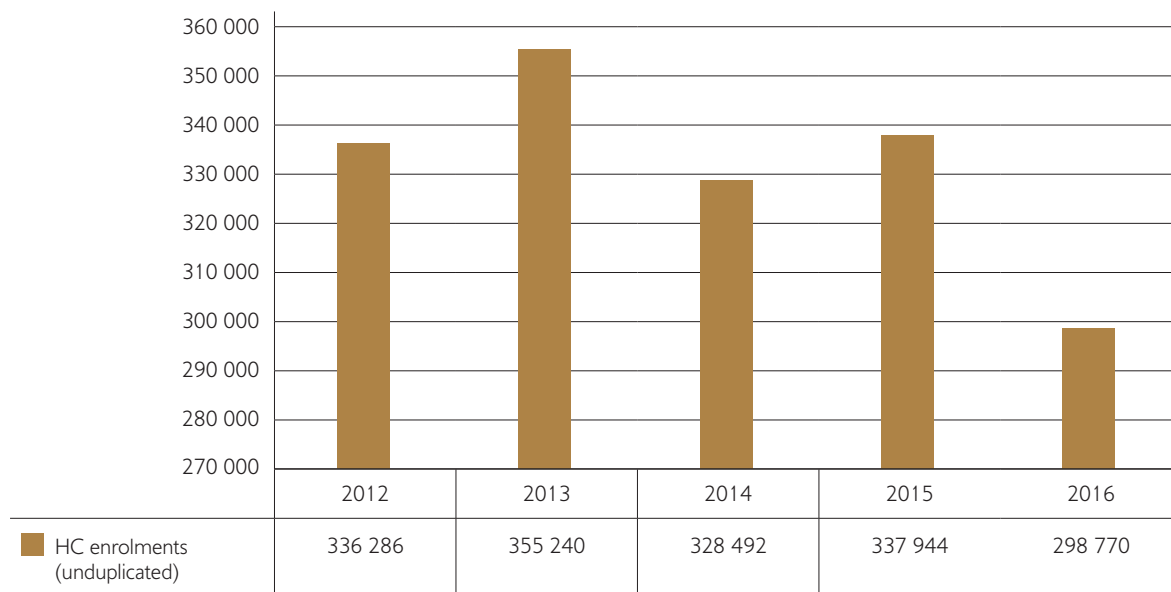
Prof. Gordon Zide
University Registrar: Academic,
Enrolments and Administration



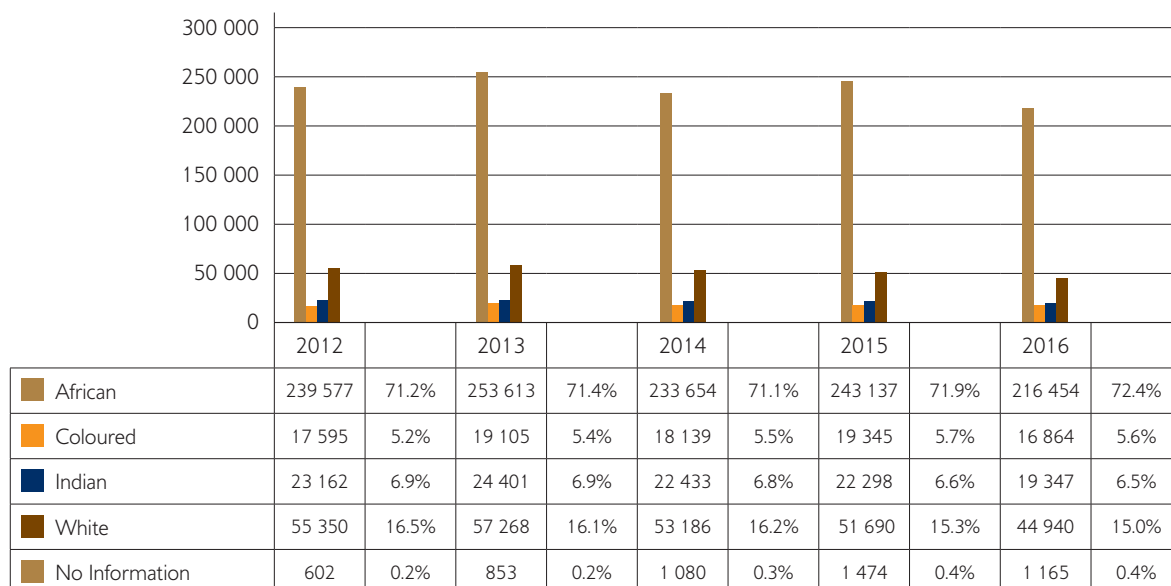
Student profile³

The following graphs reflect the Unisa student profile and the changes experienced over the past five years in terms of total enrolments, race, gender, region and nationality.

Student enrolments: 2012 to 2016



Student enrolments by race group

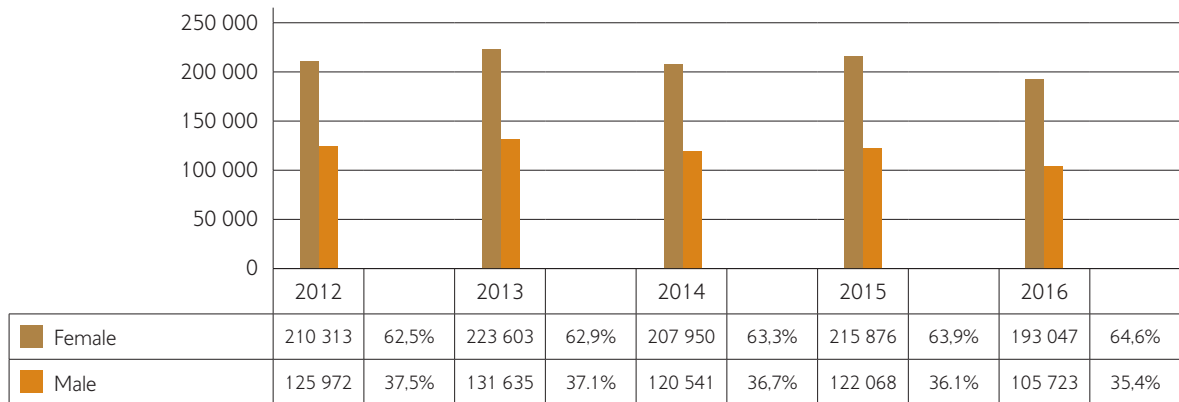


72,4% of the total student population are African.

³ The 2012 to 2015 student figures presented are based on data extracted from the final audited HEMIS submissions to the Department of Higher Education and Training (DHET). The 2016 figures represent information extracted from preliminary HEMIS student data and is subject to final verification and auditing.

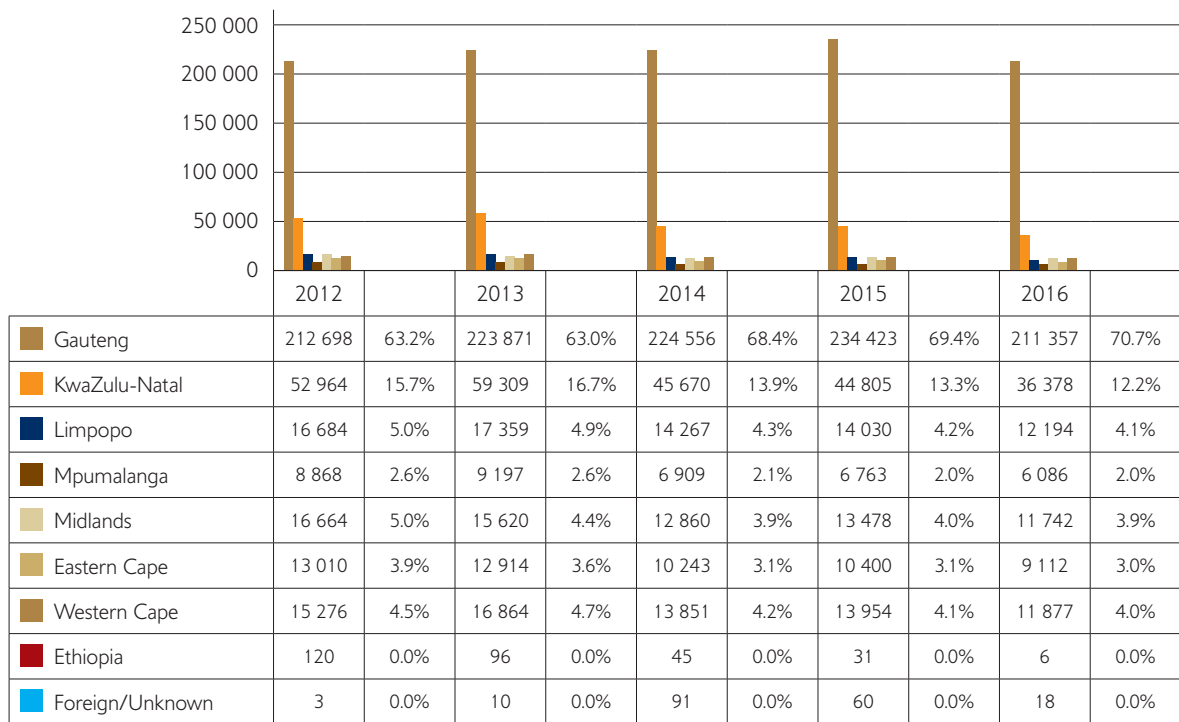


Student enrolments by gender



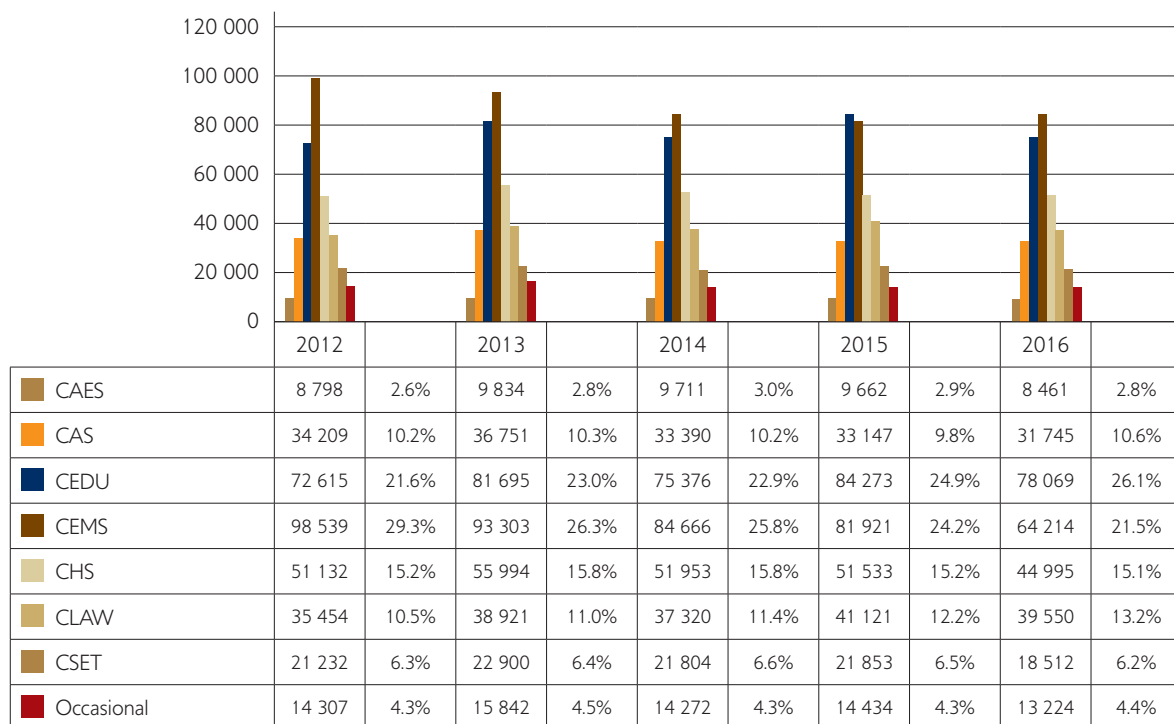
Female students accounted for close to 65% of the total student population.

Student enrolments by region



Close to 71% of Unisa's students resided in Gauteng.

Student enrolments by college



The College of Education is the largest college with more than 78 000 students.

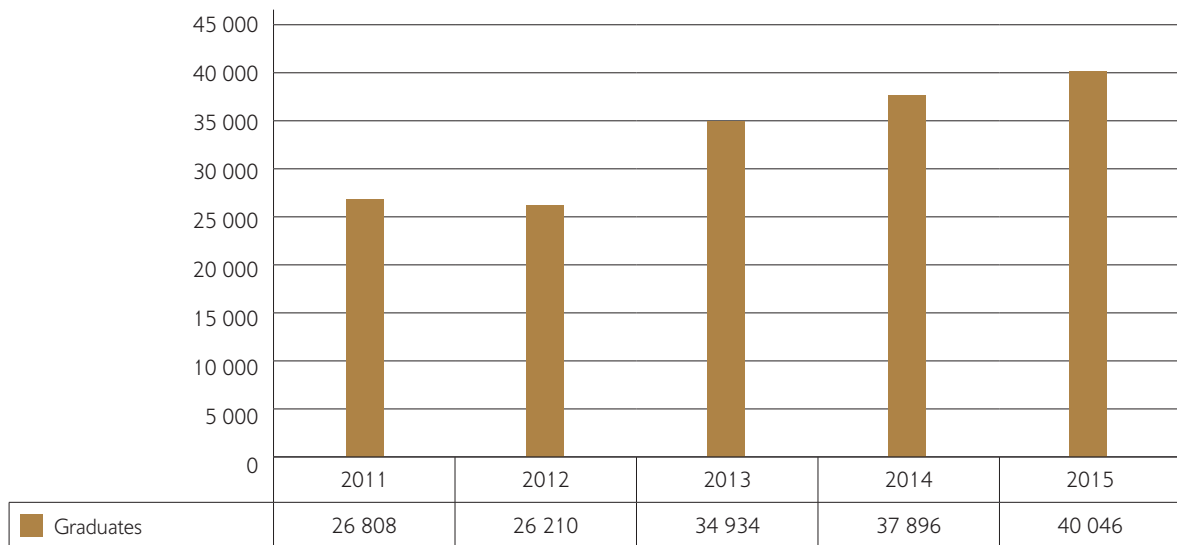
Student enrolments by nationality

Nationality	2012		2013		2014		2015		2016	
South Africa	307 142	91.3%	324 607	91.4%	298 743	90.9%	308 584	91.3%	273 950	91.7%
Other SADC countries	23 480	7.0%	24 863	7.0%	24 363	7.4%	24 329	7.2%	20 726	6.9%
Other African countries	3 978	1.2%	4 074	1.1%	3 862	1.2%	3 635	1.1%	2 956	1.0%
Rest of the world	1 601	0.5%	1 497	0.4%	1 368	0.4%	1 208	0.4%	948	0.3%
No information	85	0.0%	199	0.1%	156	0.0%	188	0.1%	190	0.1%

91,7% of Unisa students were South African, with a further 6,9% from other SADC countries.



Graduates

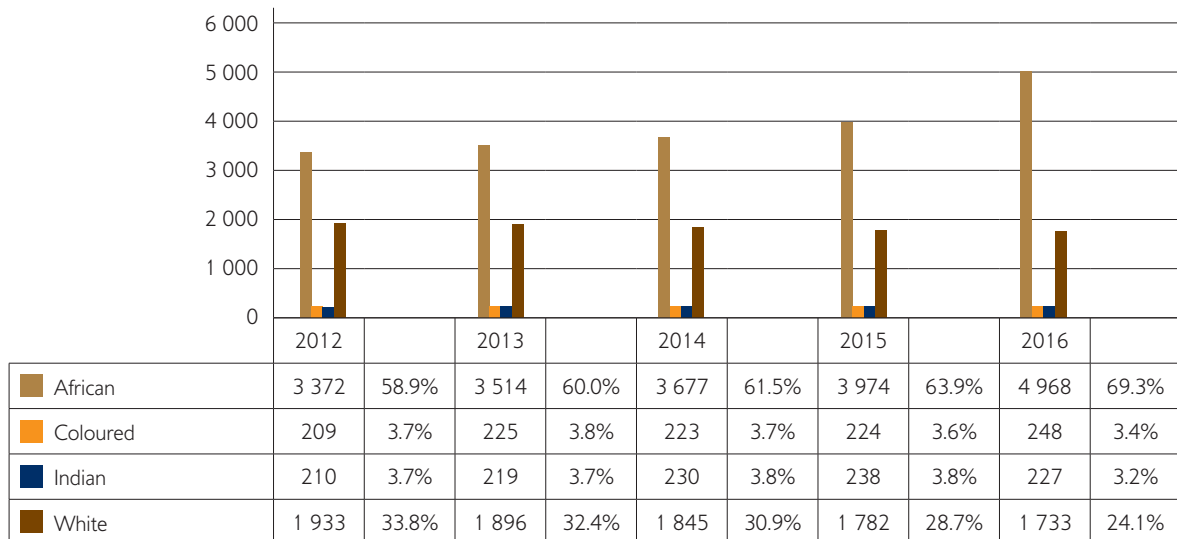


Unisa strengthened the labour market with more than 40 000 graduates in 2015.

Staff profile⁴

The graphs present the Unisa staff profile and the changes experienced over the past five years in terms of race, gender and personnel category.

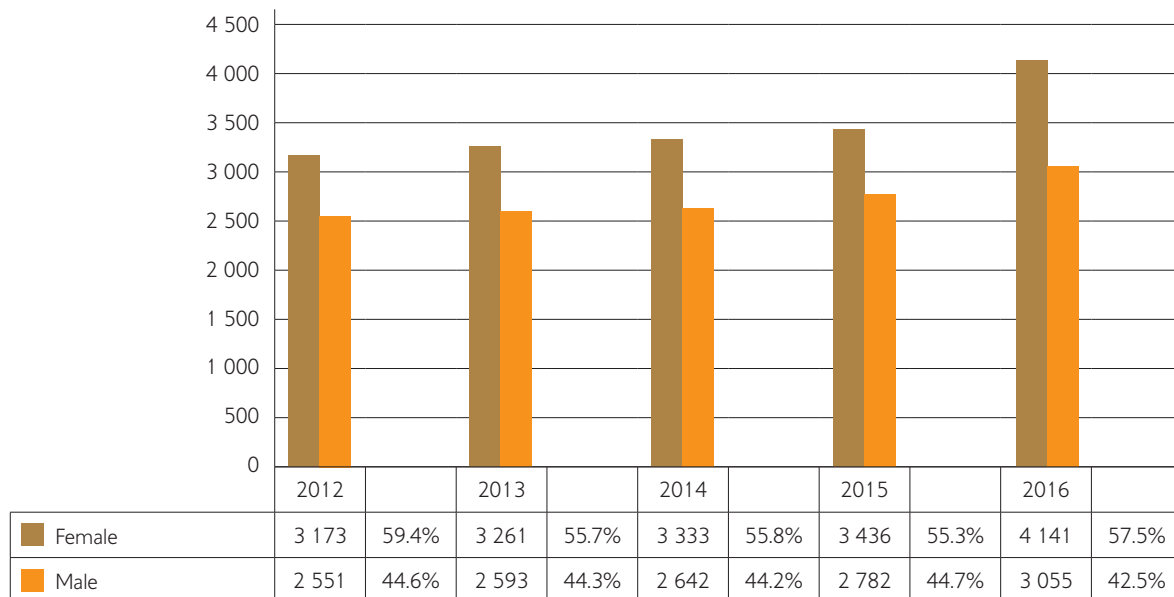
Staff by race



The proportion of African staff seen a significant growth from 58,9% in 2012 to 69,3% in 2016.

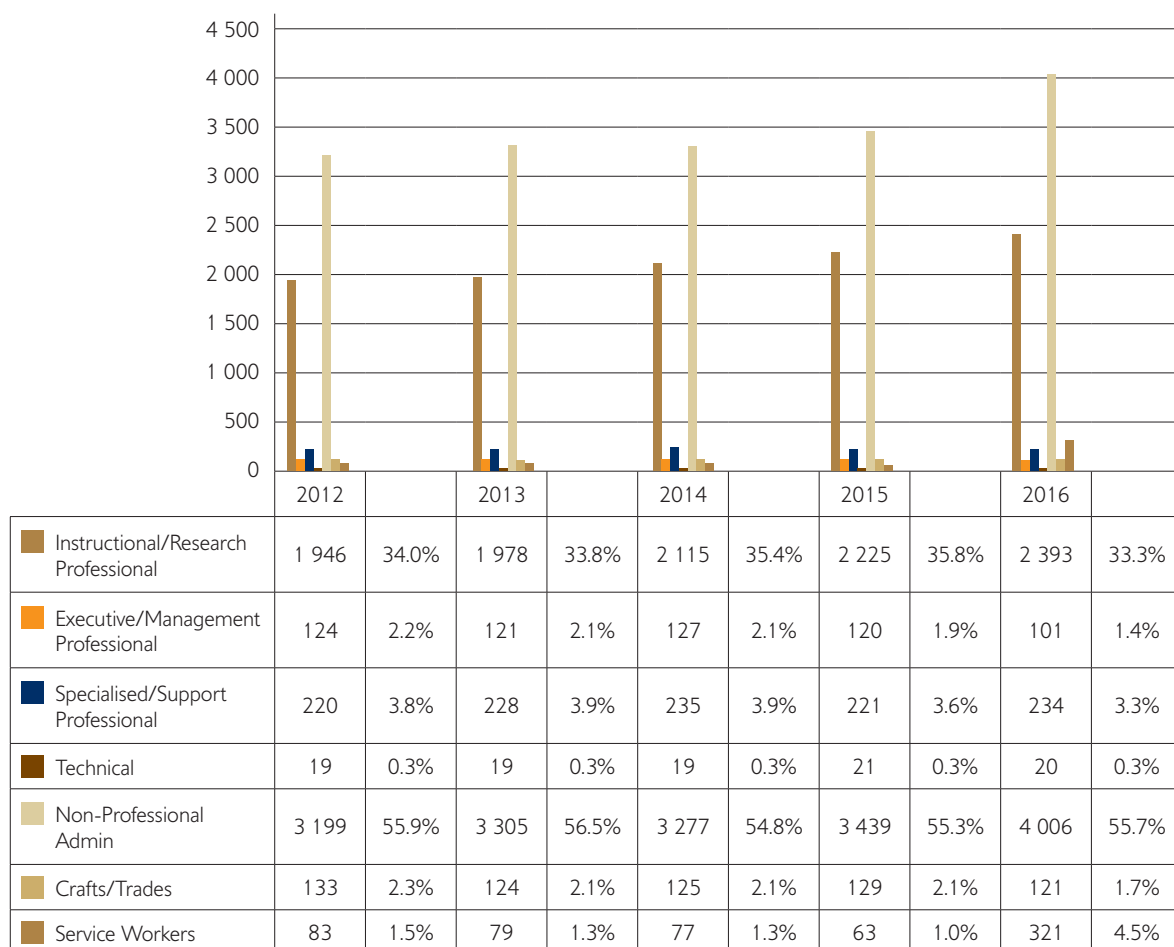
⁴ The 2012 to 2015 staff figures presented are based on data extracted from the final audited HEMIS data submissions to DHET. The 2016 staff figures presented are based on data extracted from the first preliminary HEMIS data submission to DHET and are subject to final verification.

Staff by gender



57.5% of staff were female.

Staff by category



PERFORMANCE ASSESSMENT REPORT



The revised reporting requirements for universities were gazetted on 9 June 2014 by the Minister of Higher Education and Training under the *Regulations for Reporting by Public Higher Education Institutions* (hereafter “the Regulations”). With specific reference to the annual performance plan (APP), section 5(2)(m) of the Regulations prescribes that a performance plan must be approved by Council. Furthermore, section 5(5) states that the APP must be submitted to the Department of Higher Education and Training. Against this background, the commitments set out in the 2016 APP were carefully considered by the Unisa Council to ensure alignment with Unisa’s three focus areas. In compliance with these regulations, Unisa submitted its Council-approved 2016 APP to the Minister.

The following report presents the university’s achievement of targets under the set objectives. During 2016, performance against objectives was monitored through the quarterly progress reports, submitted to the Audit and Enterprise Risk Management Committee of Council (AERMCoC) for approval and to Council for noting. In order to promote data integrity and the quality of the reporting to management and Council, Unisa has an online APP reporting portal with continual monitoring

and evaluation of information and persistent follow-up to business owners.

The university takes cognisance of the fact that the reporting regulations make specific provision for mandatory reporting in four areas, namely:

- Headcount enrolment
- First time entering enrolment
- Success rates inclusive of graduate output and throughput rates
- Research output inclusive of research output per instructional/research professional staff

Performance against the set objectives and targets

Reporting on the performance objectives and targets is divided into four categories: (i) operational outcomes achieved in accordance with the set targets; (ii) operational outcomes achieved in accordance with revised target dates, approved by Council; (iii) operational targets deferred with Council approval; and (iv) operational outcomes not achieved.

Outcomes achieved in accordance with the set targets

Target No.	Objective	Approved targets
1	Improved throughput and quality assurance	1.1 No less than 10.5% proxy graduation rate (as defined by DHET) calculated as at 31 December
		1.2 No less than 69% examination sitting pass rate calculated as at 31 December
		1.3 No less than 71% degree success rate (as defined by DHET) calculated as at 31 December
3	Enhanced teaching processes	3.1 No less than 10% of undergraduate modules successfully applying the ODeL business model by 31 December



Target No.	Objective	Approved targets
6	Increase staff research capacity development and NRF rating	6.1 No fewer than 750 permanent academic staff with doctoral degrees by 31 December
		6.2 No fewer than 170 NRF-rated researchers on the permanent staff by 31 December
		6.3 Per capita weighted research output to reach 1.10 aligned with the Ministerial Statement of 2015 by 31 December
8	Align all policies, procedures, processes, systems and resources – with approval by Council – to improve and ensure high levels of performance and service delivery	8.5 Cash Management Oracle module successfully implemented by 30 November
9	Implement contextually relevant management and governance practices that will ensure institutional stability and success	9.2 Measure, monitor and evaluate institutional performance against international ODeL benchmarks and national and institutional priorities and finalised report submitted to Council in September
10	Supplement formal income and promote increased financial sustainability	10.1 Third-stream income target of R110m achieved by 31 December
12	Create a conducive environment for students to access and update personal information online	12.1 No less than 30% of registered students using electronic self-service update link as calculated on 31 December
13	Core ICT systems prioritised and maintained at high levels of efficiency, fully operational and integrated effectively	13.3 Disaster recovery system fully operational by 31 December

Operational outcomes achieved in accordance with revised target dates, approved by Council

Target No.	Objective	Approved targets	Response
4	Improved learner support	4.1 Framework for the development and implementation plan of personalised e-tutorials approved by Senate in October	This target demonstrates the implementation of the Unisa ODeL model.
7	Ensure effective and fully functional partnerships with 15 TVET partners that will realise a significantly higher success rate compared with the general Unisa student population	7.2 Senate approval for new qualifications for upskilling and training of academics in the TVET sector and submission to DHET/CHE by March 2017	The Academic Plan ensures continued cooperation with TVET colleges. Senate approved the qualification framework in October and the new Short Learning Programme (SLP) for upskilling and capacity building of academic staff in the TVET colleges was approved by Senate in June 2016.
		7.3 Senex-approved new SLP for upskilling and capacitation of academic staff in the TVET colleges by June	The CHE has subsequently approved the qualifications. The new SLP was approved by Senex on 5 November 2015 for the offering of the classes from January 2016.



Target No.	Objective	Approved targets	Response
13	Core ICT systems prioritised and maintained at high levels of efficiency, fully operational and integrated effectively	13.4 Review of myUnisa completed by 31 August	A review of myUnisa was conducted and completed in 2016. The student engagement function of myUnisa will be developed with the modern Java technology and implemented in phases.
		13.5 ICT systems in place, tested and fully functional by 31 December to support implementation of e-portfolios in programmes	The Mahara solution for e-portfolios was implemented in 2015 and is fully operational. A solution for e-portfolios was accepted and implemented in 2015 and continued to be used in 2016. Thus, all relevant targets carried over to 2016 were actually achieved in 2015.

Operational targets deferred with Council approval

Target No.	Objective	Approved targets	Response
8	Align all policies, procedures, processes, systems and resources – with approval by Council – to improve and ensure high levels of performance and service delivery	8.3 Banking functions successfully transferred from the current Student System to the new Student System by 30 November	Targets 8.3 and 8.4 both relate to the implementation of finance functions on the planned new Student System (SITS) and formed part of the Student System Replacement Project (SSRP). However, the SSRP was suspended by Management in May 2016 and, therefore, the finance modules had to be stalled.
		8.4 Finance Module on the new Student System fully implemented by 30 November	
13	Core ICT systems prioritised and maintained at high levels of efficiency, fully operational and integrated effectively	13.1 New Student Information System tested and fully operational by June 2017	Management suspended the SSRP in May 2016. The new review and analysis of its business requirements pertaining to the management of student and academic information for application, admission, registration and assessment will continue in 2017. The newly articulated business case will serve as input to review the project charter and the business analysis will serve as input towards reviewed project milestones. The more comprehensive business process maps and business requirements, together with an adequate resource plan and appropriate technology choice based on sustainability and talent attraction and retention strategies, are intended to mitigate project risks.

Operational outcomes not achieved

Target No.	Objective	Approved targets	Response
2	Improved throughput and quality assurance	2.1 Maximum 2% deviation (according to HEMIS record) from the Ministerial-approved 2017 headcount enrolments calculated as at 31 December	Problems associated with the SSRP had a direct impact on the reported deviations of 16% on the total and 52% with regard to first-time entering students (based on the provisional data). Student demonstrations in 2016 had a further negative impact on the institution.
		2.2 Maximum 2% deviation (according to HEMIS record) from the Ministerial-approved 2017 first-time entering students calculated as at 31 December	



Target No.	Objective	Approved targets	Response
5	Increase number and quality of research outputs and specifically advance ODL research on the African continent and internationally	5.1 No fewer than 175 ODL research output units in the ISI, IBSS, Scopus and Norwegian-listed journals by 31 December	<p>89.62 (51%) ODL research outputs were produced. However, the original wording referred to the "outputs" as in the number of papers. It was changed to "output units" for 2016 without the actual target being reviewed. As many such papers are co-authored, the target should have been adjusted slightly.</p> <p>In 2015 Unisa hosted the ICDE conference as well as the CSET ODL Research Symposium. Many staff worked at presenting papers at these which ultimately resulted in articles. In 2016 there were no Unisa ODL conferences/symposia.</p> <p>In 2016 the new DHET policy on research outputs came into effect. One of the major changes was the reduction of publications from the same institution in a journal issue from 50% to 25%. This impacted journals such as <i>Progressio</i> where many Unisa staff members published in the past.</p>
		5.2 No fewer than 1 200 research output units in ISI, IBSS, Scopus and Norwegian-listed journals by 31 December	<p>1 118.2 outputs (93%) of the targeted international journal outputs were produced. 2016 was a very disruptive year and it had an effect on research productivity as well.</p> <p>In 2016 the new DHET policy on research outputs came into effect. Another major change was the recognition of books and book chapters for up to 10 units. So while the journal output units saw a small decline from 1,170 to 1,118 (4%) the books and book chapters saw a huge increase from 71.79 to 268.17 (243%). Total output units increased from 1,328 to 1,480 (10.25%). One can therefore assume that more staff opted for books and book chapters.</p>
7	Ensure effective and fully functional partnerships with 15 TVET partners that will realise a significantly higher success rate compared with the general Unisa student population	7.1 All TVET college agreements implemented and fully functional by 30 September	11 agreements were signed, but due to challenges of admissions and registrations at Unisa and challenges experienced at the TVET partners, the TVET partners opted to defer full implementation until 2017. The target will also be amended (at present the 2020 final target is included).
8	Align all policies, procedures, processes, systems and resources – with approval by Council – to improve and ensure high levels of performance and service delivery	8.1 Revised student satisfaction survey (external stakeholder assessment) implemented by October	The redesign of wave 1 of the student satisfaction survey for 2016 (covering general satisfaction, satisfaction with integration into the Unisa environment in relation to information, applications, registration, financial matters and the despatch of study material) was completed. However, a decision was taken that the survey would not be completed in 2016 due to system challenges and disruptions related to the application processes. The target will be pursued in 2017.

Target No.	Objective	Approved targets	Response
		8.2 Successful implementation of phase 1 of the new Asset Management System by November	Although Unisa has several asset management solutions including Maximo for managing ICT assets, Oracle for finance assets, Millennium for library books and Archibus for managing University Estate assets, it does not have one consolidated asset management solution. An enterprise asset management (EAM) project was initiated to design and implement one solution for all assets. The required solution comprises an asset register (a database to house all assets) and an enterprise business process to manage asset life cycles (allocation, movement and de-allocation). This option will include the automation of the current F5 and F6 forms.
9	Implement contextually relevant management and governance practices that will ensure institutional stability and success	9.1 King III application Audit Report of the institutional application of/compliance with chapters 5, 8 and 9 of King III, in accordance with the list of principles approved by Council, submitted to Council in November	Although this target has not been achieved, significant progress was made. The process of ensuring alignment of all functions within this portfolio is currently under way and once completed, the target will be met. Chapters 5 and 8 were achieved and the last King III chapter review, namely chapter 9's draft report, was issued and comments were obtained in December. The final revision is being finalised, but was not ready at the time of reporting.
11	Increase efficiency and feedback response time to all student enquiries and follow-up activities	11.1 No less than 90% of student enquiries (correctly) resolved within 2 days, average calculated on 31 December	Although the SRM that would have measured this target was not implemented in 2016, good progress was made in readying the institution to meet this target. To this end, several project roll-out training initiatives, namely Mail All in One, Knowledge-base, chat bot, AVAYA and telephone etiquette were conducted during 2016. These interventions will lead to improved student query resolution.
13	Core ICT systems prioritised and maintained at high levels of efficiency, fully operational and integrated effectively	13.2 Student Relationship Management (SRM) System operational, according to ICTCoC-approved plan	<p>This target was 75% achieved in 2016. The following following progres was made:</p> <ul style="list-style-type: none"> • Phase 1: Email, Knowledge-base and SMS (implemented in 2016, but rolled back after various compatibility issues were identified, requiring a version upgrade in 2017) • Phase 2: Webchat, Chatbox, Social Media and Analytics (implemented in 2016, but rolled back after various compatibility issues were identified, requiring a version upgrade in 2017) • Phase 3: Telephony (implemented in November 2016 at the Information Service Desk and Library, and remains in use; Library recommends wider adoption by Unisa) • Phase 4: System Integration (initiated). <p>The SRM project thus progressed through phases 1, 2 and 3 in 2016, accounting for 75% of the project.</p>



Target No.	Objective	Approved targets	Response
		13.6 Implementation plan, budget and human resource requirements for ICT Student Help Desk developed and approved by Council in June	Although this target was not achieved the ICT Service Desk is fully functional from 7:45 to 16:00. The ICT myUnisa Student Service Desk is also operational from 7:45 to 16:00. Students are active in making use of the 24/7 online self-help service to reset their password. Currently the ICT service management system enables current staff at the help desk to log in and track all calls logged. The ICT and Technology Development Committee have provided relevant feedback and made important recommendations, especially with regard to further consultation with HR, UBF and the SRC. Additionally, since the SRM solution forms a significant component of the ICT Student Help Desk offering, the last phase of its implementation leading up to June 2017 will inform the extent to which Unisa may require human capacity to operate the service.

Conclusion

In conclusion then, in 2016, Unisa achieved 55% of the targets (as originally set or based on Council approved adjustments). A further 10% of the targets were deferred with Council approval. In total 35% of the targets were therefore not met. Excluding the deferred targets altogether increases the target achievement rate to 61%. *Strategic Focus area 1: Towards becoming a leading ODeL, comprehensive university in teaching and learning, research, innovation and community engagement based on scholarship*, which in effect represents the core business of the university, had the highest target achievement rate at 67%. In this focus area, no targets were deferred and so

a third (33%) of the targets were not met. *Strategic Focus Area 2: To craft and embed an agile, innovative, sustainable and efficient operational environment*, had the lowest target achievement rate at 40%. However, 20% of the targets were also deferred with Council approval and so 40% were not met. Excluding the deferred targets from the calculation results in a target achievement rate of 50%. Finally in terms of *Strategic Focus Area 3: Harness ICTs to support the transformation of the core business, to enable high performance, service and qualities to all its communities*, Unisa achieved 50% of its targets (although all of these were adjusted targets). A further 17% were deferred with Council approval and so 35% were not met. And once again, excluding the deferred targets from the calculation altogether results in a 60% target achievement rate.

Mr AS Simelane
Chairperson: Unisa Council

Prof MS Makhanya
Principal and Vice-Chancellor

REPORT OF THE CHAIRMAN OF COUNCIL

UMBIKO KASIHLO WOMKHANDLU



Mr AS Simelane
Chairperson: Unisa Council

My report for 2016 conveys the critical salient information about the operations of Unisa, its sustainability, and financial reporting. I do, however, confine my attention primarily to the governance imperatives recognizing that many of the detailed operational management issues will be covered in other reports and statements.

Reflecting then on 2016, it is probably a little unnecessary for me to mention that this was a particularly turbulent year for the higher education sector in South Africa. However, it is a useful background against which to view our own turbulence as Unisa and so I will go ahead anyway. During 2016, the higher education sector was confronted with a plethora of very complex and provocative issues, not least of which were: the ongoing conversations on Africanisation and curriculum reform; transformation and institutional language policy imperatives; and of course issues of equity, social justice and access to higher education. Given Unisa's historic profile and its vision for the future, the response of Council has been clear and strong – the students' concerns ranging from free education to decolonization are valid.

Our sources of turbulence

For Unisa however, while we were not completely beyond the turbulence associated with #FeesMustFall activities, our main sources of turbulence were somewhat different. Two issues in particular kept Council and management of Unisa awake at night. The first of these was the sister movement to #FeesMustFall in the shape of the #OutsourcingMustFall movement. In the final Council meeting of 2015, we had taken the principled decision to insource workers in the cleaning, security, gardening, catering and waste-removal services sectors. The moral correctness of this decision

Umbiko wami wonyaka ka 2016 udlulisa ulwazi olubalulekile mayelana nemisebenzi yase-Unisa, nokuqiniswa kweziko lemfundo kanye nokubikwa kwezimali. Yize kunjalo, ngizikhethele ukubhekana kakhulu nezinsika ezibalulekile zokuphatha, ngibheke ukuthi imininingwane ejulile emayelana nezindaba zokuhanjiswa kwemisebenzi izotholakala kweminye imibiko nezitatimente.

Uma sibheka emuva onyakeni ka 2016, ngibona kungabalulekanga kimi ukuthi ngiveze ukuthi lo nyaka kube wunyaka obenezinkinga kakhulu ngasemkhakheni wezemfundo emazikweni aphakeme eNingizimu Afrika. Yize-kunjalo, lokhu ngizokuveza ngoba lolu wulwazi olubaluleke kakhulu olunganceda ukuthi sikwazi ukubhekana nezinkinga zethu zase Unisa. Ngonyaka ka 2016, umkhakha wemfundo ephakeme wawubhekene nenqwaba yengwadla yezinkinga, kanti ezinye zalezo yilezi ezilandelayo: izingxoxo eziqhubekayo ezimayelana nokuguqulwa kwezinto ngokwesiko lama-Afrika kanye nokuguqulwa kohlelo lwemfundo; ukuguqulwa kwezinsika ezimayelana nezinhloko zomgomo wolimi; kanye nezindaba zokulingana, ubulungisa emphakathini kanye nokufinyeleleka kwamaziko ezemfundo aphakeme. Uma sibheka umlando we-Unisa kanye nempokophelo yakusasa yase-Unisa, umkhandlu ukubeke kwacaca mayelana nezinkinga zabafundi, eziqala ngohlelo lwemfundo yamahala ukufika kuhlelo lokulwa nobukoloni, lezi kuyizinkinga ezizwakalayo.

Imvelaphi yezinkinga zethu

Njengoba besingahambi ekudeni kakhulu nezinkinga ezihlobene nezehlakalo ze #FeesMustFall, izimbangela ezinkulu zezinkinga zethu zibonakala zehlukahlukeni. Empeleni zimbili izinkinga, ebeseziphenduke iphela endlebeni ku-Unisa. Eyokuqala yazo wukuthi umkhankaso wabafundi ohambisana nowe- #FeesMustFall waphendulwa i-#OutsourcingMustFall. Emhlanganweni Womkhandlu wokucina ka 2015, sathatha isinqumo esihloniphekile sokwamukela abasebenzi bomkhakha wezokuhlwegisa, wezokuphepha, wezezivande, wezokupheka kanye nalabo abasusa udoti. Isizathu sonke esiphelele esakhokhela ekuthathweni kwalesi sinqumo savezwa kithi ngokuphoqelelwa emhlanganweni wenyanga kaMasingana, ngesikhathi sendlalelwa ubufakazi bolwazi olwalushaya kabuhlungu enhlizweni mayelana nezimo



was brought home to us very forcefully in our February meeting when deeply disturbing testimony of the working conditions of some outsourced workers was presented to us.

In response to this, Council took the further decision to maintain a very close oversight responsibility for the process of insourcing. Towards this end, we established a multi-stakeholder task team on insourcing, which soon became known as the MSTT. This body was given the undeniably difficult task of ensuring that the 2015 decision to insource workers in the identified sectors be implemented as quickly as possible. Four principles were to guide the process: social justice and fairness, affordability, sustainability and organisational efficiency.

Initially the process was very troubled and frustrations led to protests by worker supported by various student groupings. It was during these protests that Unisa experienced some damage to property described in the *Statement on Conflict Management* later in this report. However, following intensive and patient negotiations in the MSTT it was with a great deal of relief that by October a consensus of sorts was reached, and an insourcing agreement was finally signed by the majority of parties to the MSTT. I think it is necessary that I express my very sincere gratitude to all of the participants in the MSTT process for the hours and hours that they committed to the process, and in particular to Prof Moche for her exceptionally sage and patient chairpersonship.

The second source of significant turbulence for Unisa in 2016 was the failed implementation of the newly developed student information system known as SITS. Unfortunately, I am unable to report a similarly satisfactory resolution in relation to this source of turbulence as I was in terms of the insourcing issue. The project remains suspended. The impact of this on the university achieving its strategic objectives cannot be overstated. A very quick inspection of the *Performance assessment report* shows that at least five of our targets were adversely affected. This means that had the SITS implementation gone according to plan, we might have achieved 71% of our APP targets rather than just 61%.

There are many lessons to be learned from this. But for us as Council, the most important was the grim reminder of the extent of Unisa's dependency on having effective ICT systems and the associated reminder of the critical importance of stringent ICT governance practices. Under the very vigilant gaze of the ICT Committee of Council (ICTCoC), Management has begun the arduous process of: a) diagnosing what exactly led to this failure with a view to avoiding any recurrence, and b) of working out

ezinzima zabasebenzi bezinkampani zangaphandle ababebhekene nazo.

Njengomzamo wokulungisa lokhu, uMkhandlu wathaha esinye isinqumo sokubhekisisa ngeso lokhozi uhlelo lokufakwa kwabasebenzi bezinkampani zangaphandle e-Unisa. Kuze kube manje, sesihlome ithimba eliyimbumba yezinhlaka ezahlukahlukene, leli thimba lizobhekana nalolu hlelo lokwamukelwa kwabasebenzi bangaphandle, kanti kungekudala lizokwaziwa njenge-MSTT. Leli thimba lanikezwa umsebenzi onzima kakhulu wokuqinisekisa ukuthi isinqumo sika 2015 sokwamukelwa kwabasebenzi bangaphandle emikhakheni yeNyuvesi efanene, senziwe ngokushesha. Kanti kunemigomo emine eyayizosetshenziswa ukuqhuba lolu hlelo, kanti yona ngelandelayo: ubulungisa kanye nokungathathi uhlangothi emphakathini, amandla okubhekana nohlelo ngokwezimali, nokusebenza kahle kweziko lemfundo.

Ekuqaleni, lolu hlelo aluzange luhambe kahle, kanti ukunganeliseki kwaholela ekutheni abasebenzi babhikishe, kanti basekelwa yizinhlangano ezahlukahlukene zabafundi. Kungaso lesi sikhathi lapho i-Unisa yahlangabezana nokucekelwa phansi kwempahla, njengoba kuchazwe ku-*Statement on conflict management*. Yize-kunjalo, ngemuva kwezingxoxo ezishisayo nezihamba njengonwabu ku-MSTT, kwafinyelelwa esivumelwaneni esithile ngenyanga ka Lwezi, ekugcineni lesi sivumelwano sasayindwa ngokuhlanganyela yizinhlaka eziningi ezingaphansi kwe-MSTT – kanti lokhu kwenza ukuthi uMkhandlu uthokoze kakhulu. Ngalo mzuzu, ngibona ukuthi kuyadingeka ukuthi ngibonge ngokujulile zonke izinhlaka ezithathe iqhaza ku-MSTT, ngibonge amahora amaningi asetshenziswe kulolu hlelo, kanti futhi ngibonge kakhulu uProf Moche, ngokukhalipha kwengqondo kanye nangekhono lakhe lokuhola. Imbangela eyesibili yengwadla yenkinga ye-Unisa ngonyaka ka-2016, wukwehluleka kohlelo olusha lwabafundi olwaziwa nge-SITS. Ngeshwa, angeke ngikwazi ukubika isisombululo esanelisayo mayelana nembangela yale nkinga.. Loluhlelo lugcinwa lume kanjalo. Umthelela walokhu ekuphumeleleni kwenyuvesi ezinhlosweni zayo zamasu, angeke kwaqhubeka nokuchazwa. Ukuhlolwa okusheshayo kwe- *Performance assessment report* kukhombisa ukuthi okungenani izinhloso zethu ezinhlanu ziye zaphazanyiswa kabi kakhulu. Lokhu kuchaza ukuthi uma ngabe uhlelo lwe-SITS luhambe kahle ngokohlelo olufanele, ngabe sikhuluma nje sifinyelele ezingeni elihlosiwe le-APP elingama-71%, elingaphezulu kwaleli zinga esikulo elingama- 61%.

Kuningi okufanele kufundwe kulokhu. Thina njengoMkhandlu, esikufundile okubaluleke kakhulu ukukhumbula indlela i-Unisa encike kuyo yokuthola izinhlelo ze-ICT ezisebenzayo – kanti nokukhumbula ukulandela imigomo eqinile yokuphathwa kwemisebenzi



the most appropriate course of action in terms of moving forward with the project to replace the old student system.

Transformation

Those then were the two major sources of turbulence that confronted Unisa over the course of 2016. Beyond reflecting on these, I would like to spend a little time in this report reflecting on a number of dimension of transformation at Unisa during 2016. Transformation is after all a national imperative and as Council we insist that Unisa take a lead in promoting the values of a transformed, educated society.

The first transformation issue that I would like to note is that as the Chair of Council, I had the privilege of attending a fair number of graduation ceremonies over the course of 2016. And it was with an immense sense of pride that I realised the absolutely huge number of graduates from previously disadvantaged backgrounds who join the ranks of our alumni in all colleges in the institution. My anecdotal observation from attending graduations is emphatically supported with a very quick scrutiny of the section of this report entitled *Student profile*. By far the majority of our students are Black students, and a noticeable majority are women. Our transformative contribution through this continues to be immeasurable.

The second aspect of transformation that I would like to reflect upon is our progress in terms of transformation of the professorate. With so much of the attention of the nation focused on universities because of the #FeesMustFall movements, the apparent resistance of this particular sector to transformation was brought into clear focus in the media. Although it would be very premature indeed to say that we have transformed this group at Unisa, I am pleased to report that we are finally recording some progress in this regard as described in the *Transformation report and employment equity status statement*.

A third aspect of transformation that I believe warrants mention is our progress in relation to preferential procurement. It goes without saying that preferential procurement requires determined effort if it is to be successful. I am therefore very pleased with the R687 million spent sourcing materials and services from Black owned businesses as reported in the *Annual financial review 2016*. Not only is this a significant amount of money in absolute terms, it also represents a 23% increase relative to our spend in 2015. This means that the proportion of our procurement from Black owned businesses increased.

The final transformational aspects that I would like to note are transformational aspects relating to the

yezinhlelo ze-ICT. Ngenxa yeso elikhaliphile Lekomiti Yomkhandlu we-ICT (ICTCoC), abaphathi sebeqalile ngohlelo olushisayo olulandelayo:

- a. Ukuhlola ukuthi empeleni yini ekhokhele ekutheni lolu hlelo luhluleke, ngenhloso yokuthi ligweme ukuphinda lihleleke.
- b. Ukuthola indlela efanale yokusebenza emayelana nokuqhuba iphrojekhi, ukumisa uhlelo oludala lwabafundi.

Ukuguquka

Lokhu okuchaziwe ngaphezulu, ngalesi sikhathi, bekuyizo izimbangela zezinkinga zase-Unisa zangonyaka ka-2016. Ngaphandle kwazo lezi zinkinga, ngithanda ukuchitha isikhathi esincanyana kulo mbiko ngiveze izindlela ezimbalwa zohlelo lokuguquka e-Unisa, ngonyaka ka-2016. Ngaphezu kwakho konke, okubalulekile ezweni, njengoMkhandlu, sihlala sikhuthaza ukuthi i-Unisa ihambe phambili ngohlelo lokuthuthukisa amagugu omphakathi ophucukile kanti nofundile.

Indaba yokuqala emayelana nohlelo lwezinguquko engingathanda ukuyiveza wukuthi, Njengosihlalo Womkhandlu, ngibe nenhlanhla yokuhambela inani elithile lemicimbi yokuphuthula izimfundo yangonyaka ka-2016. Kuye kwangithokozisa kakhulu ukubona inqwaba yabafundi abaphothula izifundo zabo, kungabafundi abaphuma emindenini edla imbuya ngothi, kanti bona sebeyingxenywe yabaphothuli bezifundo kuwo wonke amakholeji eziko le-Unisa. Ngaphezu kwalokho, engingakuxoxa ngalokho esengikubonile, kungasekelwa ngokugqizelela isigaba solwazi lomfundi salombiko. Ubuningi babafundi bethu, kungabafundi abampisholo, kanti iningi lalabo bafundi kungabantu besimame. Ngalokho-ke, umsebenzi we-Unisa wohlelo lokuguquka luthuthukela phambili ngendlela engenakulinganiswa.

Indaba yesibili yohlelo lwezinguquko engithanda ukukhuluma ngayo, kuyintuthuko yethu emayelana nohlelo lwinguquko kwezobuprofesa. Njengoba wonke amehlo abheke emanyuvesi ngenxa yemikhankaso ye #FeesMustFall, kanti imibhikisho ekhombisa ukudonsana ebonakalayo kulomkhakha ivezwa kahle kakhulu ngabezindaba. Noma-ke, kusempondozankomo ukusho ukuthi sesithuthuke kakhulu ekuguquleni leli qembu e-Unisa, kuyangithokozisa ukubika ukuthi ekugcineni kukhona intuthuko ebonakalayo kulokhu, njengoba kuchazwa kahle ku- *Transformation report and employment equity status statement*.

Indaba yesithathu yohlelo lwezinguquko engithemba ukuthi ifanale ukukhulunywa, kuyintuthuko yethu emayelana nohlelo olucwasayo lokunikezelwa kwemisebenzi. Akukho



academic project and scholarship in particular. In this regard, new Unisa Language Policy that Council approved during 2016 as reported in the *Council statement on governance* is without a doubt a highlight of 2016. I have already mentioned the contestation that has surrounded university language policies in South Africa general. And the crafting and eventual approval of our new Unisa Language Policy was no exception in this regard. However, what has emerged out of this heated contestation is, I believe, a very progressive and transformative policy. I am particularly happy with the very deliberate way in which the new policy commits the university to the development of all official African languages. This, however, is only the "apex" transformational achievement associated with our academic project. The *Senate report* covers a much fuller presentation of activities related to tuition, research and community engagement which are fundamentally transformative.

The status of the university

2016 marked the first year of the second strategic planning cycle – Unisa 2016–2030, which is focused on three vital pillars undergirding Unisa's sustainability: Scholarship; Governance and Operations; and ICTs. Notwithstanding the three discreet pillars of emphasis, the strategy is characterized by a commitment to, and understanding of, integrated functionality. If properly implemented this will yield very positive outcomes for Unisa. I am therefore reasonably satisfied with the number of 2016 Annual Performance Plan targets achieved, particularly in Strategic Focus Area 1 which pertains to our core business. I must, however, reiterate two areas of concern that have been expressed in previous years. The first is ICT in general - the failure of the SITS system already noted is an instance of this. The second is student dissatisfaction. Several meetings have highlighted the critical need for improvement and prioritized redress in this area. 2017 will again see an intensified focus on improving service delivery to the student population, as well as seeking finality for the student relationship management model and other enhancing systems. Council will carefully monitor progress towards achievement of these objectives.

At the heart of the existence of the University is the success of its academic project and scholarship, these areas continue to be a priority for Council oversight. In 2016 Council specifically introduced the Academic and Student Affairs Committee not with the aim of replacing the Senate, but rather with a vision to supporting core business. The Committee serves as a monitoring body advising Council on strategic matters critical to the academic project and student engagement.

ukuthandabuza ukuthi uhlelo olucwasayo lokunikezelwa kwemisebenzi lufuna kusetshenzwe ngokuzikhandla okukhulu ukuze luphumelele. Ngalokho, uyangithokozisa umsebenzi we-R687 ezigidi ezisetshenziswe ekuthengeni umatheriyeli kanye nezinsiza kumabhezini abantu abampisholo, njengoba kubikwe ku- *Annual financial review 2016*. Lesi samba semali asizwakali kuphela uma sifundwa, kodwa lesi samba semali sichaza ukukhula nga-23% kwezindleko zethu zika-2015. Lokhu kuchaza ukuthi ingxenye yemisebenzi esiyenzelwa amabhezini aphehwe ngabampisholo seyikhuphukile.

-Izinto zohlelo lwenguquko engithanda ukuzigqizelela, empeleni yilezo ezimayelana namaphrojekhi ezemfundo kanye nokufunda. Ngalokho-ke, ngaphandle kokuzaza singasho ukuthi Umgomo Wolimi wase-Unisa ungundabuzekwayo wonyaka ka-2016 – kanti lo Mgomo sewamukelwe Umkhandlu ngonyaka ka2016, njengoba kubikwe ku *Council statement on governance* – kanti lokhu kungundabuzekwayo wonyaka ka 2016. Sengike ngachaza ngokudonsana okukhunjetha imigomo emayelana nezilimi ezifanele ezisetshenziswa emanyuvesi eNingizimu Afrika. Ngalokho, njengomphumela walokho, ukwakhiwa nokwamukelwa Komgomo Wolimi eNingizimu Afrika angeke kwavalelwa ngaphandle. Yize-kunjalo, umphumela walezi zingxoxo ezishisayo, ngiyakholwa ukuthi kuwumgomo onengqubekelaphambili kanti futhi kungumgomo oluhlelo lwenguquko. Ingijabulise kakhulu indlela izingxoxo zibanjwe ngayo mayelana nalo mgomo omusha ophoqa iNyuvesi ukuthi ithuthukise zonke izilimi ezisemthethweni zase Afrika. Lokhu kuyimpumelelo enkulu yohlelo lwenguquko emayelana nephrojekhi yezemfundo, kodwa i-*Senate report* isinikeza imininingwane ejulile yemisebenzi ehlobene nokufunda, ucwaningo kanye nokubandakanye umphakathi, konke lokhu kuyizinsiza zohlelo lwezinguquko.

Izinga lenyuvesi

Unyaka ka 2016 uphawuleka njengonyaka wokuqala wesayikeli yohlelo lwamasu ka 2016 – 2030 ase-Unisa, lolu hlelo lugxile kuzinsika ezigqamile ezintathu zase-Unisa, kanti zimayelana nokusimama kwe-Unisa, zona yilezi ezilandelayo: ukufunda; uhlelo lokuphatha kanye nemisebenzi; kanye nezinto ze-ICT. Ngaphandle kwalezi zinsika ezintathu, la masu aphawuleka ngokuzibophelela kokuthile, kanye nokuzwisisa okuthile, ukusebenza okuhlangene. Uma lolu hlelo lusetshenziswa kahle luzonikeza i-Unisa izithelo ezinhle. Ngakho-ke, kungijabulisa kakhulu ukuphumelela lezi zinhloso ezimbalwa ngokwe-2016 *annual performance plan*, kakhulukazi, endimeni yoku-1 yamasu okugxilwe kuwo, amasu amayelana nomnyombo webhezini. Ngalokho, kufanele ngiphinde ngisho izinselelo ezimbili ezivezwe onyakeni owedule. Eyokuqala inselelo, wuhlelo lonkana



Where finances are concerned, as reported in the “Annual financial review 2016” we were able to record a reasonably healthy operating surplus. We are however not sitting on our laurels in this regard and Council remains firmly committed to ensuring and promoting Unisa’s financial sustainability including the full implantation of its third stream income strategic goal. I am pleased to report that in 2016, Unisa registered and started the process of capacitating a special-purpose vehicle known as Unisa Enterprises Pty Ltd. This will be run on private enterprise principles to ensure maximum flexibility and competitiveness. Council anticipates that this will usher in a new era of integration of all Unisa third- and fourth-stream income generation energies into a single commercial hub for maximum leverage and impact. Unisa Enterprises will become fully functional in 2017.

In terms of assurance, coming off a low point of a qualified audit opinion in 2015 we began an intensive process to institute a remediating strategy to address the issues raised, and to ensure that there was no repeat qualification in 2016. I am therefore very pleased to note the achievement of an unqualified audit opinion in 2016. Further to this, during 2016, Unisa has not been guilty of any material or immaterial but often repeated regulatory penalties, sanctions and fines for contraventions or non-compliance with statutory obligations.

In short then, I can report on behalf of Council that Unisa was a going concern in 2016 and will continue to be a going concern in 2017. Council has established formal policies and frameworks for the design and implementation of the system of internal financial controls and a review of internal financial controls is ongoing as part of the annual internal audit plan. Work is currently underway to bolster the system of internal financial controls as well as address identified skills and capacity constraints.

People

Last but not least, I come to matters relating to the people who have shared this very turbulent year with me. In this regard, the first matter to report is that sadly, the term of office of Judge Bernard Ngoepe as the first Chancellor of the merged Unisa, came to an end in 2016. At his farewell dinner, I noted that: “Over the years, you have been the single constant – you stood with the university before the merger, you held it together during the merger, and in the post-merger years you provided the necessary support to not just one but two Vice-Chancellors during what has become recognised as Unisa’s transformative years. ... Not once was there a sense that you were competing for space but at all times, we knew that you were watching ready to advise and guide, as needed.” I don’t think anyone

lwe -ICT – kanye nokwehluleka kohlelo lwe-SITS oseludalulwe ngaphezulu. Eyesibili inselelo, ukunganeliseki kwabafundi. Imibuthano embalwa seyivezile ukuthi kunesidingo esikhulu sokuthi kuthuthukiswe futhi kuqalwe ngokulungisa le nselelo. Unyaka ka-2017 uzophinda futhi ube nohlelo oluqinile olugxile ekuthuthukisweni kokulethwa kwezinsiza kunqwaba yabafundi, kanti futhi nokuphuthulwa kohlelo lokuphathwa kobudlelwano babafundi kanye nezinye izinhlelo zokuqinisa intuthuko. Umkhandlu uzobhekisa intuthuko ephokophelele ekufinyelelweni kwezinhloso. Okubaluleke kakhulu kuNyuvesi yimpumelelo yayo okuyiphrojekhi yemfundo kanye nokufunda; okulandela lokhu, uMkhandlu uzoqhubeka nokubheka lezi zinto esezibalwe ngaphambili kuqala. Ngonyaka ka 2016, uMkhandlu wasungula iKomiti lezeMfundo kanye neziNdaba zabaFundi, hhayi ngenhloso yokususa iSigele, kodwa ngenhloso yokusekela izinsika zebhizinisi. IKomiti lisebenza njengenhlaka enceda uMkhandlu ngamasu ezindabeni zokuhlelwa kwamasu abalulekile kuphrojekhi yezemfundo kanye nasekuxhumaneni nabafundi. Mayelana nezimali, siye sabuyelwa yisamba semali esigculisayo – njengokubika kwe- *Annual financial review 2016*. Yize kunjalo, lokho azange kusenze sihlale phansi sikhokhe umoya, ngoba uMkhandlu uhlala uzibophelele ukuqinisekisa nokugcina izimali zase-Unisa ukuthi zibe sesimeni esigculisayo, lokhu kuxuba phakathi ukusetshenziswa ngokugcwele kwamasu esigaba sesithathu ahlose ukwenza ingeniso Kuyintokozo kimi ukubika ukuthi ngo 2016, i-Unisa yasungula futhi yaqinisa uphiko olukhethekile lwebhizinisi elaziwa njenge *Unisa Enterprises Pty Ltd*. Lolu phiko luzophathwa ngokulandela imigomo yebhizinisi langasese, ukuze kuqinisekise uhlelo lohwebo oluncintisanayo nolukhululeke ngokugcwele. UMkhandlu uyacabanga ukuthi lokhu kuzoletha amathuba amasha wokuhlanganisa izizukulwane zesigaba sesithathu nesesine zosomabhizinisi ukuthi zakhe inqolobane yomnotho eyodwa, ezokhulisa umnotho kanye futhi ibe nomthelela. I-Unisa Enterprise izosebenza ngokugcwele ngonyaka ka 2017. Mayelana nesiqinisekiso kanye nokulandela izinga eliphansi lombiko wezokuhlolwa kwezimali ngo 2015, saqala ngohlelo oluqinile lokuhloma amasu okulungisa lezi zinsalelo eziphakanyisiwe futhi nokuqinisekisa ukuthi imiphumela engagculisi yokuhlolwa kwezimali iyagwemeka ngo 2016. Ngalokho, kuyangijabulisa ukuveza impumelelo yohlelo lokuhlolwa kwezimali kwango 2016. Ngaphezu kwalokho, ngonyaka ka 2016, i-Unisa ayizange ibekwe icala ngokwezimali nangokunye okungekona kwezimali – kodwa ngokuphindaphinda esikhathini esiningi – ngokuhlululwa ngokuphula umthetho, ngokujeziswa kanye nokuhlululwa izimali ngokuphula umthetho noma ngokungalandeli izibopho. Ngamafuphi, njengoba ngimele Mkhandlu, ngingabika ukuthi i-Unisa beyiphila nezinsalelo ngo-2016, kanti isazoqhubeka iphile nalezo



will object to me repeating this sentiment here as we say farewell to a colleague and institutional friend who will always be a part of Unisa's DNA. Unisa has been in the singularly privileged position of finding in its new Chancellor a person of similar integrity and gravitas, and an African statesman. In 2016 the Council approved the appointment of President Thabo Mbeki as Unisa new Chancellor and his inauguration will take place early in the New Year (2017).

It also gives me great pleasure to recognize all the new members who joined the Council in 2016 and, in the very same vein to thank the departing members for the footprints they have left. Cognisant of the advice of Peter Pan who said, "Never say goodbye because goodbye means going away and going away means forgetting", I bid them all good health and strength in their next ventures wherever these may take them. Equally, my special welcome and acknowledgement of service to the University is extended to new members of the Executive Management and to those whose tenure came to an end or who resigned their positions in 2016, respectively.

Finally, I conclude with a word of gratitude to all members of the university staff, both academic and support, whose contribution is critical in upholding the good name and reputation of the university. By the same token, I recognize the input and impact of all stakeholders, partners and collaborators in the successes of Unisa. Let me also express my special gratitude to Professor Makhanya for his leadership and support he has provided to both Council and the University.

I can safely say that look forward to the next year with some excitement, a soupcon of caution and, most of all, overwhelming hope.

Mr AS Simelane
Chairperson: Unisa Council

zineselelo nangonyaka ka 2017. UMkhandlu sewuze wahloma imigomo esemthethweni kanye nezakhiwo zokwakha nokusebenza kohlelo lwangaphakathi lokulawulwa kwezimali, kanti futhi nokubuyezwa kohlelo lwangaphakathi lokulawulwa kwezimali, ukuze luqhubekela phambili njengengxeny yohlelo lokuhlolwa kwezimali. Njengamanje umsebenzi wokuqinisa uhlelo lwangaphakathi lwezokulawula izimali luqhubekela phambili, kanti futhi nokususa izihibe eziphazamisa amakhono abonakalayo kanye namandla okwenza umsebenzi.

Abantu

Okokugcina, manje sengingena kuzinto ezithinta abantu ebengihamba nabo kulo mqansa wendlela lo nyaka. Kulokhu, into yokuqala engizoyibika, wukuthi ngeshwa, isikhathi sehhovisi likaMehluleli Bernard Ngoepe njengoShansela wokuqala ku-Unisa ebumbene siphela ngonyaka ka 2016. Enkulumeni yami yokumvalelisa, ngiye ngaphawula: *"Over the years, you have been the single constant - you stood with the university before the merger, you held it together during the merger, and in the post-merger years you provided the necessary support to not just one but two Vice-Chancellors during what has become recognised as Unisa's transformative years. ... Not once was there a sense that you were competing for space but at all times, we knew that you were watching ready to advise and guide, as needed."* Angicabangi ukuthi ukhona ongaphikisana nami ngokuphinda ngiveze lomuzwa lapha, njengoba sivalelisa umngane futhi nongumngane weziko le -Unisa ozohlala njalo ayingxeny yeziko le-Unisa. Yize-kunjalo, i-Unisa kade isenhlanhleni yokuzitholela uShansela wayo omusha, ongumuntu ofana nayo ngobuqotho nangokuzimisela, okuyindoda engumholi wase-Afrika. Yingakho-ke, ngonyaka ka 2016, uMkhandlu wagunyaza ukucokwa kwalowo owayengumngameli uThabo Mbeki, njengoShansela omusha, kanti ukugcotshwa kwakhe kwaba ngomhlaka 27 kuNhlolanja 2017. kanye Kungithokozisa kakhulu ukuthi ngamukele wonke amalunga angene eMkhandlwini ngo 2016, kanti futhi ngiphinde ngibonge amalunga aphumayo ngomsebenzi wawo awenzile. Ngakolunye uhlangothi ngiphinde ngivumelane nenkulumo ka Peter Pan, yena wathi, "Never say goodbye because goodbye means going away and going away means forgetting", ngibafisela impilo enhle kanye namandla uma sebebhekana nezineselelo ezintsha ezimpilweni zabo, noma yikuphi lapho bazoya khona. Ngendlela efanayo, bengithanda ukwamukela amalunga amasha wesigungu sabaphathi, ngiphinde ngibonge labo okukade baphelelwa yisikhathi sokusebenza noma labo abashiya phansi ezikhundleni zabo ngonyaka ka 2016, ngokunjalo.



Uma sengiphetha, ngivala ngamagama okubonga bonke abasebenzi base Nyuvesi, emikhakheni emibili umkhakha wemfundo kanye nomkhakha osekelayo, ngibabonga ngomsebenzi wabo obalulekile wokwakhela iNyuvesi igama elihle nesithunzi esihle. Ngomoya ofanayo, ngithanda ukubonga umsebenzi kanye nomphumela omuhle wazo zonke izinhlaka ezidlale endima, ababambisene kanye nabasekelene ekuphumeleleni kwe-Unisa. Angiphinde futhi ngibonge uProfesa Makhanya ngobuholi bakhe kanye nokusekela kwakhe izinhlaka ezimbili, uMkhandlu kanye neNyuvesi yonkana.

Ngiphokophelele unyaka ozayo ngogqozi olukhulu, ngokuqaphelisisa okuncane, kanti ngaphezu kwalokho, ngethemba elimangalisayo.

Mnu A S Simelane
USihlalo woMkhandlu



COUNCIL STATEMENT ON GOVERNANCE



This statement was approved at a full council meeting held on 22 June 2017. The meeting was quorate and the documentation for approval by the Unisa Council was circulated with the meeting agenda in advance of the meeting and with due notice.

Unisa Council and Council Committees

Chairperson: **Mr AS Simelane**

Unisa is committed to the principles of discipline, transparency, independence, accountability, responsibility, fairness and social responsibility as set out in the King III Code. The Council has endorsed the application of the King III Code, insofar as it is relevant to a public higher education institution, and has conducted the business of Unisa with integrity and in accordance with generally accepted principles of good practices. The members of Council are at all times cognizant of their role and function and participate in the deliberations of Council and Committees of Council in the best interests of the university. The engagement is robust and partisan interests on the Council, both from internal and external members, is strongly proscribed.

In 2016, given the promised publication of the King IV Code in November 2016, Unisa did not pursue its annual evaluation of the application of the King III principles during the year. A revised template will be prepared taking cognizance of the King IV principles and the next assessment will be conducted in 2017, under the mandate of the Audit and Enterprise Risk Management Committee. In addition, Unisa Management will be conducting an overarching institutional “governance index” evaluation based on global best practices during 2017.

During the year under review, the Unisa Council consisted of 25 members (five positions were vacant) appointed in terms of the Higher Education Act (as amended) and the Unisa Institutional Statute. Notwithstanding the vacancies,

60% of the Council members were neither employees nor students of the university. Members are represented evenly on all Council committees⁵.

The role and function of the Chairman of Council is independent from that of the Principal and Vice-Chancellor, and the Council and Chairman are collectively and individually aware of maintaining the real and perceived exemplification of this commitment. External members of Council are appointed for a period of four years, renewable for a second term. However, external members may not serve more than two consecutive terms in office. At its meeting on 28 May 2016, the Executive Committee of Council recommended the re-appointment of Mr AS Simelane to serve a second consecutive term of office as member of Council. This recommendation was considered and approved by Council at a formal meeting on 23 June 2016, in terms of section 9(1)(d) of the Institutional Statute, 2012. The tenure commenced on 1 October 2016 and continues to 30 September 2020.

Matters reserved to the Council for decision-making are set out in the Institutional Statute (published in 2012) and the Higher Education Act, 1997. The Council remains responsible for the ongoing strategic direction of Unisa, which role is performed at both the Council and Council Committee meetings, as well as through dedicated strategic workshops and interventions during the course of the year.

The annual Council strategic planning workshop was hosted in September to consider year-to-date progress as well as the 2017 strategic risk register, annual performance plan and budget. In addition, cognizant of the academic project as the core business of the university, academic progress and governance were closely monitored. In July,

⁵ A list of councillors, with their representative constituency, and status – i.e. internal or external to Unisa, length of service, subcommittee engagement, meeting attendance, and significant directorships is included on pages 31–33.



Council held a dedicated workshop preceding a scheduled Council meeting to give focused attention to the challenges of and opportunities for the academic project at Unisa. The workshop outcomes highlighted the need for Management to develop a response strategy in respect of all the areas of concern raised by the Council commissions, which Management was directed to incorporate into its members' performance agreements thereby ensuring necessary accountability and continued transversal support for the academic project.

Standing items for consideration and approval by Council included the 2015 Annual Financial Statements, 2015 Integrated Annual Report, 2017 Strategic Risk Register, 2017 Compact with Council and Annual Performance Plan, 2017 Student Fee Increases, and the 2017 Budget. Council also received quarterly progress reports on the 2016 Annual Performance Plan and the final report will be presented at the first meeting of Council in 2017. All of these items were engaged in accordance with the Council Calendar and finalized during 2016 as required.

In the year under review, one of the significant achievements of the Council was the approval of the Unisa Language Policy in concurrence with the Senate (as per section 27(2) of the Higher Education, 1997). In terms of the approved policy, while English will now be sole medium of instruction at Unisa, firm commitment is made to invest significantly and deliberately in the development of all official African languages as languages of tuition. The decision of the Council was not without contestation. However, by decision of the High Court, the university was allowed to proceed to implement the policy as approved in the 2017 academic year. Several other academic and research-related policies were also reviewed including the Research and Innovation Policy, which assists students requiring not more than 24 credits to complete a postgraduate qualification, the Policy on Research Ethics, the revised Policy on Scholarly Publishing, the amended Policy on Grants from the Research Funds, and the Policy on Graduation Ceremonies.

The alignment of the terms of reference of Council and its sub-committees was also approved during 2016. The Council approved the revised Charter of the Audit and Enterprise Risk Management Committee of Council, as well as the revised terms of reference for the Brand and Communications Committee and the terms of reference of the new Academic and Student Affairs Committee. The Council also approved the revised strategy for the Unisa Graduate School of Business Leadership (SBL), acknowledging that the new direction of treating the SBL as a hybrid autonomous college of Unisa will be crucial to

the success and sustainability of the SBL. The new strategy established an advisory board to oversee the activities of the SBL, effectively dissolving the SBL Board (which was previously a committee of Council).

The Council considered proposed amendments to the Institutional Statute but referred the draft document back to Management for further consultation, particularly with regard to the sections on Convocation and composition of the Council. The matter will be finalised by the Council in 2017 and thereafter submitted to the DHET for approval and publication in the Government Gazette.

The issue of worker insourcing at all public universities was characterised by nationwide protests. Several universities experienced considerable prejudice as a result of poor management of the process. In order to ensure fairness and equity for all parties, the Council took full oversight responsibility for monitoring the processes, commencing with the approval of the terms of reference of the Multi-Stakeholder Task Team (MSTT) and its composition and the timeframes for achievement. The MSTT included all the internal institutional stakeholders, which is perhaps the critical reason why Unisa's insourcing project was successfully concluded with the least possible prejudice to parties.

The university was also engaged in an overall human resources alignment project, Project Mvusuludzo, which sought to bring into line Unisa's optimal capacity requirements and service needs. The first phase of the project was completed in 2016 and Council approved a capability framework for human resources, with the attendant resources and a reorganisation of the management structure. Phase 1 was concluded without contestation, given the absence of job losses.

As indicated in the Chairperson's Report, the new Chancellor, former President of the Republic of South Africa Dr Thabo Mvuyelwa Mbeki, was appointed, taking over from Judge Bernard Ngoepe. The Council also approved the appointment of the new Ombudsman, Dr Maria Peenze, who takes over from Prof. M Nkomo whose tenure ended in November. Internally, the Council approved the appointment of Mr TG Ramasike as Chairperson of the Audit and Enterprise Risk Management Committee of Council; Dr I Tufvesson as Chairperson of the Social and Ethics Committee of Council; Mr B Ngcaweni as the Chairperson of the Finance, Investment and University Estates Committee of Council; Dr B Mehlomakulu as the Chairperson of the Information and Communication Technology Committee of Council; Mr L Tlhabanelo as the Deputy Chairperson of the Information and



Communication Technology Committee of Council; and Prof. GM Nkondo as Chairperson of the new Academic and Student Affairs Committee of Council.

The 2015 qualified audit opinion was a low point for the Council and Management was directed to institute a remediating strategy to address the issues raised, to ensure that there was no repeat qualification in 2016. The Audit Committee was tasked to monitor the plan and report to Council on progress made on a regular basis. It is with significant satisfaction that Council notes the success of the plan and congratulates the Management on the achievement of a positive financial net result and an unqualified audit opinion.

The Council meets a minimum of four times per year. However, in order to enhance the effectiveness and efficiency of its decision-making processes, Council is supported by a robust committee structure comprising the Executive Committee; the Nominations and Governance Committee; the Audit and Enterprise Risk Management Committee; the Human Resources Committee; the Remuneration Committee; the Finance Investment and University Estates Committee; the Information and Communication Technology Committee; the Brand and Communication Committee; the Academic Student Affairs Committee; and the SBL Board.⁶ These committees are formally constituted with terms of reference and designated composition and functions. As can be noted from the aforementioned, Unisa does not have a separate Risk Committee. Council has delegated the functional responsibility for risk monitoring and oversight to the Audit and Enterprise Risk Management Committee.

The last Council appraisal was conducted in 2015 and the next assessment of the Council and its committees will be conducted in 2017.

Council committees and their related functions

Nomination and Governance Committee of Council (NGCoC)

Chairperson: **Mr AS Simelane**

The NGCoC met four times during the year, with the specific role of ensuring that Council is constituted according to the regulatory provisions, and has the required diversity, skills and capacity. The NGCoC recommends the

composition of committees of Council to the Council (including the appointment of chairpersons and deputy chairpersons of committees); reviews the performance of members; establishes and maintains succession plans for members of Council, the chairperson of Council and the Principal and Vice-Chancellor; and deals with specific matters of governance including but not limited to annual declarations of interest by members of Council and committees of Council, conflicts of interest of members of Council and committees of Council, assessment of individual members of Council and committees of Council, and annual evaluation of the effectiveness of Council and committees of Council. The terms of reference for NGCoC were amended in 2016, revising the committee composition to further enhance the transparency of the Committee's decision-making role.

Remuneration Committee of Council (Remco)

Chairperson: **Mr AS Simelane**

The Remco is responsible for the remuneration of members of Senior and Extended Management on Peromnes grades P1-P3 and Directors on grade P4 ("affected staff"), including the payment of allowances to indicated members. The remuneration philosophy at Unisa is underpinned by the values of transparency, fairness, defensibility and consistency and aims to position remuneration relative to the national and higher education market in terms of a six-month lead-lag strategy, affordability and differentiation per level.

The Remuneration Policy is currently applicable to all employees; however, a separate *Remuneration Policy for members of Extended Management and Directors* is pending consideration and approval by the Remco. Members of Senior and Extended Management and Directors are paid in terms of a total guaranteed package aligned to salary ranges set in respect of employees on post grades P1–4. Unisa uses various salary surveys (including PE Corporate Top Executive Survey, Deloitte and Touche Guide to Executive Remuneration Survey, and an extract of the PWC Tertiary Survey) against which remuneration to affected staff is benchmarked.

The Remco is responsible to set the remuneration percentile for newly appointed affected staff, within the relevant salary range, as well approving the conditions

⁶ With changes to the status of the SBL noted above, the SBL Board ceased to be a committee of Council in 2016.



precedent as well as value of performance bonuses to affected staff against the annual performance agreements. The formula in respect of performance bonuses is as follows: (total guaranteed package x 70%) x (IPMS rating / 5) x proportion percentage unique to post level. For the year under review, Council resolved that management performance assessments would be conducted in February 2017 to ensure an evaluation of the full 12-month period. It was further resolved that bonuses would only be finalized after the approval of the 2016 external audit and on condition that Unisa achieved an unqualified audit.

In the spirit of good governance and the interests of transparency, Council provides a summary report to Council on a quarterly basis in respect of all matters with which it has dealt.

Finance Investments and University Estates Committee of Council (Fincom)

Chairperson: **Mr B Ngcaweni**

The Fincom is responsible for ensuring the long-term financial sustainability and stability of the university; proper identification, mitigation and monitoring of financial risks; assessment of appropriate physical infrastructure needs; ensuring that the three-year budget projections are prepared as required by the DHET Reporting Regulations; and that all financial reporting regulations are met. The Committee monitors compliance with the relevant policy, regulatory and legislative requirements.

The Fincom, among other matters, recommends Unisa's annual operating and capital budgets, and monitors performance in relation to the approved budgets. During the year under review, it recommended a revised budget for 2016 to Council, which was approved and ensured a break-even financial plan for Unisa.

The Fincom further recommended that Council allow a deviation from the Student and Sundry Debtors Policy in order to allow 850 students, who had registered between 1999 and 2015 and who met their qualification requirements, to graduate. This recommendation was approved by Council in its quest to integrate access, throughput and overall social responsibility.

The Fincom reviewed several of the finance policies and

recommended for approval the Policy on Cash Book, Policy on Inventory, Policy on Movable Assets, Policy on Receipt of Money by Unisa, Policy on Subvention of Salaries, Policy on Trade Payables, Reserves Policy, and the Student Financial Assistance Policy, with the recommendation that the financial policies be consolidated into two main policies for ease of reference and efficacy.

The Fincom further maintained close oversight over the property portfolio (current liabilities, development plans and how Unisa could rationalise costs); utilisation of reserves in line with the Council resolution; Unisa's position on the use of long-term investments for operational requirements; the status of the asset register and particularly the university's response to the 2015 audit findings; and the financial statement with regard to trends and efficiency ratios and expenditure trends, liquidity, debt and liabilities. It received information and considered the total cost implications of the insourcing-projected human resources expenditure and ratios (administration and management as against academic) as presented by the MSTT for its report to Council.

Crucially, and at the heart of the Fincom's functioning during 2016, was the turnaround strategy which focused on cost containment and stabilisation of organisational finances to ensure Unisa's financial health as a "going concern". Some of the critical initiatives introduced were fundraising and increased third-stream income, promoting efficiencies and institutional austerity, and responsible debt collection. The Fincom has raised specific concerns regarding the efficacy of the current financial system and staff skills and capacity. Both matters are receiving attention from Management as part of a bigger process of institutional systems and staffing review.

Audit and Enterprise Risk Management Committee of Council (AERMCoC)

Chairperson: **Mr TG Ramasike**

The AERMCoC is appointed by Council and comprises seven independent members, five of whom are members of Council, and all of whom are specialists in the field of internal audit and enterprise risk management. Since the inception of the new merged institution in 2004, the Council has always been supported by an Audit and Risk Management Committee.

Members of the AERMCoC have the following combined qualifications and/or experience in business:

AERMCoC Member	Highest Qualification	Years of experience	Years of service on the Unisa AERMCoC
Mr TG Ramasike	<ul style="list-style-type: none"> • International Executive Development Programme (BANKSETA) • Senior Executive Leadership Development Programme Certified Associate (CAIB (SA)) • BComm 	21 years	6 years
Dr PJA Mphafudi	<ul style="list-style-type: none"> • MBChB 		1 year, 2 months
Ms FE Letlape	<ul style="list-style-type: none"> • BA (Hons) Industrial Psychology • BAdmin 	22 years	8 months
Ms NV Mokoka	<ul style="list-style-type: none"> • Certificate Programme in Finance and Accounting (<i>cum laude</i>) • Master of Management (Public and Development Management) • Postgraduate Diploma: Human Resources Management • Diploma: Nursing Education • BA (Cur) • Diploma: Midwifery • Diploma: General Nursing 	38 years	1 year, 2 months
Mr PM Ntsimane	<ul style="list-style-type: none"> • Leading Executive Programme (Strategic Leadership Development Programme) • Certificate of Business Leadership • MBA • Postgraduate Diploma: Advanced Taxation • BComm (Hons) Business Management • BComm (Accounting) 	12 years	8 months
Ms EL Swart	<ul style="list-style-type: none"> • MComm (Financial Management) (<i>cum laude</i>) • SAICA: Public Practice Examination • BComm (Hons) Accounting • BComm Accounting 	33 years	1 year, 4 months
Ms T Wentzel	<ul style="list-style-type: none"> • BSocSc • MSocSc (Clinical Social Work) (<i>cum laude</i>) 	31 years	1 year, 2 months

Both the internal and external auditors and the internal Executive Director: Risk Management have unrestricted access to the AERMCoC, which ensures that their independence is in no way impaired. Meetings are held at least four times a year and are attended by the external and internal auditors and the appropriate members of the executive management. The AERMCoC functions in accordance with a written Audit Committee Charter, approved by Council. In the year under review there were four meetings.

The AERMCoC provided assistance to Council by ensuring the continued independence of the external auditors; overseeing the external audit process; overseeing integrated

reporting; applying the combined assurance model to ensure a coordinated approach to all assurance activities; reviewing the expertise, resources and experience of the finance function; considering the appropriateness of the expertise and experience of the financial portfolio manager; overseeing the internal audit function; monitoring ethical progress and culture at the university; and overseeing risk management and compliance at the university.

After due deliberation and discussion with the external auditors, the AERMCoC recommended the 2016 Annual Financial Statements to Council for approval. Concerned about the consecutive qualified audits received by Unisa in 2014 and 2015 and the university's overall financial profile,



the AERMCoC successfully took the lead in developing a remedial action plan to address the identified areas of concern.

In the year under review, the AERMCoC focused on five thematic areas of priority:

- a clean audit outcome
- proactive/involved internal audit, risk management and compliance
- delivering a combined assurance model
- effective and embedded risk management and internal controls
- fostering integrated governance and performance oversight

The committee also approved the revised risk-reporting framework and recommended the top 10 strategic risks for 2017 to Council for approval. It further considered and approved the Combined Assurance Plan for 2017. The top 10 strategic risks and Combined Assurance Plan were both approved by Council.

The AERMCoC approved the investigations charter and protocol of the Department: Internal Audit and recommended it to Council for noting. The Committee monitored the scope, adequacy and effectiveness of the internal audit function and audit plans and further resolved that the reporting lines for the Chief Audit Executive be functionally to the AERMCoC represented by the Chairperson, and administratively to the Principal and Vice-Chancellor.

The AERMCoC also approved the external audit plans, findings, annual audit management letter, reports and fees, and finalised the assessment of the external auditors, recommending to Council the renewal of the contract with Deloitte & Touche for 2017. The Committee has been actively monitoring progress on the implementation of the enterprise risk-management framework and has been noting quarterly audit reports of the year under review, as well as managing the progress reports to Council regarding the 2016 Annual Performance Plan.

Human Resources Committee of Council (HRCoC)

Chairperson: Ms NV Mokoka

The HRCoC's responsibilities include overseeing and monitoring plans on matters related to human resources of the university and performing the delegated duties as

outlined in the Human Resources Delegation of Powers and Duties: Appointments and Related Aspects. It is also entrusted with the responsibility of advising Management and recommending to Council human resources policies and other related business operations of the university that have an impact on human resources.

In the year under review, the committee assessed the transformation trajectory, employment equity targets and the institutional cultural statement, and reviewed policies related to human resources for Council's approval. The committee approved the employment equity plan for 2016 to 2020, and the development of a high-performance philosophy, approach and framework for Unisa. The Committee also plays a monitoring role with regard to Project Mvusuludzo.

Information and Communication Technology Committee of Council (ICTCoC)

Chairperson: Dr B Mehloimakulu

The Council is responsible for information and communication technology (ICT) governance and management is responsible for the implementation of an ICT governance framework. The ICTCoC met six times during the year to fulfil its role, ensuring the good governance of ICT operations, performing the duties delegated or assigned by Council, submitting regular reports to Council regarding ICT matters and operations, making recommendations to Council on ICT policy issues, and monitoring and steering the overall enterprise architecture which supports and drives ICT in the institution.

The ICTCoC has noted with concern the non-performance of the new Student Information and Technology System (SITS), and the concomitant expenditure on and financial implications associated with this project. The Committee resolved to place a moratorium on the projects and further requested the Department: Internal Audit to finalise its investigation into the business case and procurement, contract and payment process associated with the Student System Replacement Project (SSRP).

The ICT budgets and projects are a standing item on the agenda of the ICTCoC. The committee monitors the annual ICT budget and the performance against approved budget using a project matrix reporting tool that covers *inter alia* all approved projects progress/status, spend to date, and performance against timelines.



ICT risks identified in the Unisa Strategic Risk Register as well as the Department's Operational Risk Register are reported on and monitored on a quarterly basis at all meetings of the ICTCoC. Cognisant of the critical role of ICT in Unisa's business operations, ICT also forms a critical component of the Combined Assurance Framework, which is reported on at all meetings of the AERMCoC. In addition, the report to the ICTCoC on the ICT risks, management of audits, and compliance is also forwarded to the AERMCoC. The report highlights the ICT strategic risks, controls and the management actions to mitigate identified risks. Given the significant spend on ICT assets, the ICTCoC specifically monitors the effective management of ICT assets through four phases of the life of the asset namely, from planning and acquisition, to operation, maintenance and disposal. The committee is also responsible for the approval of all ICT and Finance Asset Policies.

Brand and Communication Committee of Council (BCCom)

Chairperson: **Mr OSM Lebesa**

Council identified the strategic importance of a sound communications strategy at corporate level and allocated the oversight responsibility to the Brand Committee of Council. The added focus necessitated a name change, and Council approved that the committee be henceforward referred to as the Brand and Communication Committee of Council, thereby reflecting its total function. The Committee was further constituted as a full committee of Council with the specific role of advising Council on corporate branding, including the policy and legal regulatory environment; marketing and communication strategies, and new developments and optimisation of various media platforms; considering reports pertaining to the institutional reputation; and naming and renaming Unisa buildings and other properties.

The Policy on Advertising at Unisa, the Policy on the Use of the Unisa Coat of Arms and Other Brand Images, and the Digital Communication and Web Management Policy were all recommended to and approved by Council. The Committee dealt with the structural positioning of marketing efforts in the university, and the principles underpinning communication and marketing for 2017.

In 2016 the committee approved the first brand reputation survey for Unisa and submitted the results of Unisa's Reputation Index to Council, noting with satisfaction the markedly high brand reputation that Unisa still carries in the public domain.

Academic and Student Affairs Committee of Council (ASACoC)

Chairperson: **Prof GM Nkondo**

The ASACoC was established in 2016. Its primary responsibility is to advise Council on governance issues related to academic and student affairs, without infringing the role of the Senate. It provides strategic leadership on academic matters and promotes decision-making, and provides and enhances remedial actions, where so identified. It further fulfils an advisory role on how institutional system(s) may be enhanced to support the academic project and specifically students' needs.

Social Ethics Committee of Council (SECoC)

Chairperson: **Dr I Tufvesson**

The SECoC serves as an advisory, oversight and monitoring committee taking a holistic approach to the conduct and activities of the university, as well as institutional culture. The functions of the SECoC include monitoring the university's activities in terms of social and economic development (which includes the principles outlined in the United Nations Global Compact; the principles outlined in the King III Code related to the governance of social and ethics performance; national legislation relating to social and economic development; and good corporate citizenship.) The committee also looks at transformation and redress policies and practices and the promotion of equality and prevention of unfair discrimination; contribution to the development of communities; the university's sustainability report on the environment, health and public safety; stakeholder satisfaction with service delivery; and Unisa's compliance with consumer protection laws and other legislative frameworks, including protection of personal information given the high volume of personal data that passes through the university. The committee monitors the Unisa ethics programme, the reputational risks confronting the university, and evidence of ethical standards in the Code of Ethics and supporting policies.

The SECoC also monitors Unisa's reporting on its UNGC commitments and its various initiatives to promote greater environmental responsibility. In 2016 the committee recommended the Unisa Carbon Policy to Council and received approval for this milestone in Unisa's drive towards becoming a leader in environmental sustainability.



This policy will materially enhance the implementation of Unisa's Environmental Sustainability Policy, approved by Council.

Council and Council Committees

Membership of Council and participation in meetings of Council and Committees of Council are set out below:

LEGEND: Number of meetings held per committee in 2016			
8 Council meetings	15 Excutive Committee meetings	6 HRCoC meetings	7 Fincom meetings
4 AERMCoC meetings	6 ICTCoC meetings	6 NGCoC meetings	5 SBL Board meetings
3 Remco meetings	4 BCCom meetings	4 SECoC meetings	

Council is also represented on Senate (4 meetings), the Honorary Degrees Committee, which is a Joint Committee of Council and Senate (1 meeting), the Institutional Forum (3 meetings), the Thabo Mbeki Foundation Unisa Board (1 meeting) and Convocation (1 meeting).

Category	Name	Status/Term of office	Committee membership (and attendance in 2016)
Principal and Vice-Chancellor	Prof. MS Makhanya	Ex officio	<ol style="list-style-type: none"> 1. Council (8 out of 8) 2. Exco of Council (15 out of 15) 3. Fincom (6 out of 7) 4. HRCoC (6 out of 6) 5. ICTCoC (7 out of 7) 6. NGCoC (6 out of 6) 7. SBL Board (5 out of 5) 8. Honorary Degrees (1 out of 1) 9. BCCom (2 out of 4) 10. SECoC (4 out of 4) 11. ASACoC (3 out of 3)
Five persons appointed by the Minister	Dr I Tufvesson	01.11.2014 – 31.10.2018	<ol style="list-style-type: none"> 1. Council (6 out of 8) 2. ICTCoC (6 out of 7) 3. SECoC (4 out of 4) 4. Exco of Council (9 out of 14)
	Mr P Maharaj	01.11.2014 – 31.10.2018	<ol style="list-style-type: none"> 1. Council (1 out of 2) 2. ICTCoC (0 out 2)
	Ms B Khumalo	01.08.2015 – 31.07.2019	<ol style="list-style-type: none"> 1. Council (5 out of 8) 2. Fincom (4 out of 7) 3. NGCoC (1 out of 6)
	Ms NV Mokoka	01.08.2015 – 31.07.2019 <i>A co-opted member of the HRCoC before being appointed on Council</i>	<ol style="list-style-type: none"> 1. Council (8 out of 8) 2. Exco of Council (15 out of 15) 3. HRCoC (6 out of 6) 4. AERMCoC (4 out of 4) 5. Remcom (3 out of 3)
	Mr B Ngcaweni	01.08.2015 – 31.07.2019	<ol style="list-style-type: none"> 1. Council (7 out of 8) 2. ICTCoC (2 out of 7) 3. Exco (8 out of 15) 4. Fincom (6 out of 7) 5. NGCoC (2 out of 5)



Category	Name	Status/Term of office	Committee membership (and attendance in 2016)
Two permanent academic employees who are not members of Senate, elected by the permanent academic employees	Prof. S Dube	01.09.2014 – 31.08.2016 (term ended)	1. Council (3 out of 5) 2. SECoC (3 out of 3) 3. ASACoC (3 out of 3)
	Prof. FJ van Staden	01.09.2014 – 31.08.2016 (term ended)	1. Council (4 out of 5) 2. ASACoC (1 out of 3)
Two permanent academic employees who are members of Senate	Prof. IOG Moche	01.07.2013 – 30.06.2015 Reappointed: 1.07.2015 – 30.06.2017 replaced by Prof. Mashile on 30.03.2016	1. Council (1 out of 2) 2. HRCoC (1 out of 2) 3. ICTCoC (1 out of 1) 4. ASACoC (1 out of 1)
	Prof. OE Mashile	30.03.2016 – 30-06-2017	1. Council (4 out of 6) 2. ASACoC (2 out of 2)
	Prof. N Eccles	26.08.2015 – 25.08.2017	1. Council (7 out of 8) 2. ICTCoC (6 out of 7) 3. ASACoC (2 out of 3)
Two students, elected by the Students' Representative Council	Mr M Mabuza	01.04.2014 – 30.03.2016 extended to 31.09.2016	1. Council (5 out of 5) 2. ICTCoC (3 out of 5) 3. BCCoM (2 out of 4)
	Mr BM Njokweni	01.04.2014 – 30.03.2016 extended to 31.09.2016	1. Council (3 out of 6) 2. HRCoC (1 out of 4) 3. SECoC (1 out of 3) 4. Fincom (2 out of 5)
	Ms Z Sodladla	01.10.2016 – 01.09.2018	1. Council (2 out of 2)
	Mr S Kgaswane	01.10.2016 – 01.09.2018	1. Council (2 out of 2)
Two permanent employees other than academic employees, elected by such employees	Mr OM Galane	6.10.2015– 5.10.2017	1. Council (7 out of 8) 2. ASACoC (2 out of 3)
	Ms SP Malema	6.10.2015 – 5.10.2017	1. Council (7 out of 8) 2. ASACoC (1 out of 3)
Two members of Convocation	Mr S Mhlungu <i>(President of Convocation)</i>	07.11.2015 – 08.11.2019	1. Council (8 out of 8) 2. ASACoC (3 out of 3)
	Mr M Modiba	11.11.2016 – 10.11.2020	1. Council (2 out of 2)
Chairperson of the Board of the Graduate School of Leadership	Ms Mokgatle	01.10.2012 – 30.09.2016 01.10.2016 – 30.09.2020	1. SBL Board (5 out of 5) 2. Council (2 out of 6) 3. Exco (8 out of 13)
One nationally recognised local government sector representative	Mr OSN Lebesa	01.05.2014– 30.05.2018	1. Council (6 out of 8) 2. Exco (13 out of 15) 3. HRCoC (6 out of 6) 4. IF (4 out of 5) 5. NGCoC (3 out of 6) 6. BCCoM (4 out of 4)
One person nominated by the Board of Trustees of the Unisa Foundation	Dr PJA Mphafudi	Member of Council from 24.04.2015	1. Council (4 out of 8) 2. AERMCoC (3 out of 4) 3. SECoC (4 out of 4)

Category	Name	Status/Term of office	Committee membership (and attendance in 2016)
Ten members with a broad spectrum of competencies in fields such as education, business, finance, law, marketing, information technology and human resource management nominated and elected by Council	Mr F Marupen	01.10.2012– 30.06.2016	1. Council (2 out of 4)
	Mr S Simelane <i>Chairperson of Council from 04.12.2015</i>	01.10.2012 – 30.09.16	1. Council (7 out of 8) 2. Exco (15 out of 15) 3. NGCoC (5 out of 6) 4. Remco (3 out of 3) 5. Honorary Degrees (1 out of 1)
	Mr J Maboaa	25.02.2016 – 24.02.2020	1. Council (5 out of 6) 2. Remco (1 out of 3)
	Adv. EK Tsatsi	25.02.2016 – 24.02.2020	1. Council (4 out of 6)
	Dr B Mehlomakulu <i>Deputy Chairperson of Council from 04.12.2015</i>	15.09.2014 – 14.09.2018	1. Council (7 out of 8) 2. Fincom (3 out of 7) 3. Exco of Council (13 out of 15) 4. ICTCoC (7 out of 7) 5. Honorary Degrees (1 out of 1)
	Mr L Tlhabanelo	15.09.2014 – 14.09.2018	1. Council (8 out of 8) 2. HRCoC (6 out of 6) 3. ICTCoC (7 out of 7) 4. SECoC (4 out of 4) 5. Fincom (7 out of 7)
	Ms TIM Wentzel	24.04.2015 – 23.04.2019	1. Council (6 out of 8) 2. AERMCoC (2 out of 4) 3. SBL Board (5 out of 5)
	Ms FE Letlape	24.04.2015 – 23.04.2019	1. Council (7 out of 8) 2. HRCoC (3 out of 6) 3. BCCom (1 out of 1) 4. AERMCoC (3 out of 4) 5. ASACoC (0 out of 3)
	Mr TG Ramasike <i>A member of the SBL Board before being appointed to Council</i>	24.11.2015 – 23.11.2019	1. Council (8 out of 8) 2. AERMCoC (4 out of 4) 3. SBL Board (5 out of 5) 4. Exco (13 out of 15) 5. NGCoC (5 out of 5) 6. Remcom (3 out of 3)
	Prof. GM Nkondo	24.11.2015 – 23.11.2019	1. Council (7 out of 8) 2. Exco (10 out of 15) 3. ASACoC (3 out of 3)

Statement on Conflict Management

Student unrest

During the year under review, Unisa was not exempted from the national #FeesMustFall student protests. In addition, Unisa students were also involved in the protest action in respect of the insourcing of contract workers. Institutional operations were affected for seven working days during which staff members were not available to students and library facilities and regional office services were disrupted. Crucially, however, the examinations were not disrupted. Insofar as damage to property, Unisa

sustained damage to both movable and immovable assets, and has submitted claims to its insurers for the resultant losses. Additional costs incurred to protect the university against further disorder and damage was primarily attributable to the additional security appointed on the various Unisa campuses at a cost (for 2016) of R6 260 671.

Staff unrest

Unisa experienced staff unrest and protest action in the first month of the year arising from demands that all contract staff be insourced. There were some reported cases of injury to innocent persons on the campus and members



of the Campus Protection Services. Threats of violence and cases of intimidation were also reported. Damage to physical property included destruction of new study materials awaiting dispatch, stoning of vehicles, burning of vehicles and a petrol bomb thrown into the chemistry laboratory at the Muckleneuk Campus. In all instances, the matters were reported to the SAPS.

As a result of the escalation of the violence, Unisa Management was compelled to terminate its relationship with the Academic and Professional Staff Association (Apsa), and further denied them access to their offices on the Muckleneuk Campus. Notwithstanding the volatility of the situation no academic days were lost.

The staff protest and conflict arising from the insourcing demands was finally settled with the support and intervention of the Council, which provided critical leadership and guidance on the matter.

The total sum paid out by the insurers in respect of damage to property arising from the #FeesMustFall and insourcing protest action amounted to R2 569 336 for the year under review.

Statement on worker and student participation (co-operative governance)

Unisa utilises a variety of participating structures on issues which affect employees and students directly and

materially, and which are designed to achieve good employer/employee and student relations through effective sharing of relevant information, consultation and the identification and resolution of conflicts. These structures embrace goals relating to productivity, career security, legitimacy and identity with Unisa. Unisa has a formal bargaining structure – the Unisa Bargaining Forum – at which matters of mutual interest are engaged under the leadership of an independent Chairperson. Unisa has signed recognition agreements with both labour organisations. The Recognition and Procedural Agreement (RPA) with Nehawu was signed on 19 September 1996 and reviewed on 27 August 2015 by the Council; the RPA with Apsa was signed on 1 March 2010.

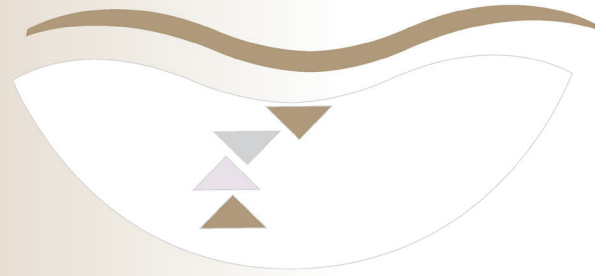
Statement on Code of Conduct and Ethics

The Code of Conduct and Ethics underpinned by the five institutional values commits Unisa staff members to the highest standards of integrity, behaviour and ethics in dealing with all its stakeholders. Staff members are expected to observe Unisa's ethical obligations in order to conduct its business through the use of fair commercial competitive practices. The Code of Conduct and Ethics was not reviewed by Council in 2016 and will be a priority during 2017. The Council has a separate Code of Ethics and Conduct for Council members which is signed by all members upon appointment and annually thereafter. Like the Code for staff members, it emphasises the values of integrity, dignity, fairness and responsible leadership.

Mr AS Simelane
Chairperson: Unisa Council



COUNCIL STATEMENT ON SUSTAINABILITY 2016



Unisa subscribes to the notion of sustainable development as enshrined in the United Nations' 1987 publication entitled *Our Common Future*. From this publication, a global consensus on the definition of sustainable development emerged, defining sustainable development as "development that meets the needs of the present, without compromising the ability of future generations to meet their own needs".⁷ Embedded in the definition are three pillars of sustainability, namely environmental, social and economic sustainability. These three pillars are in line with the ESG (environmental, social and governance) model that forms the basis of Unisa's reporting. Although this section of the report is entitled *Council statement on sustainability 2016*, the primary emphasis here is on environmental aspects. This is because social and governance matters are dealt with extensively elsewhere in this Annual Report.

Matters concerning governance are covered under the *Council statement on governance* and in the sections covering internal controls and risk management, while social matters are somewhat more dispersed throughout this Annual Report. Under *Unisa at a glance*, certain high-level information is presented in terms of our contribution to society through our teaching and the profile of our student body. These activities are elaborated on in much greater depth in the *Senate report*, in the sections on teaching and learning in particular. The social contributions of our research are also reflected upon in the *Senate report*. In terms of our internal social issues, *Unisa at a glance* also contains selected highlights in terms of our staff profile, while a great deal more information is presented in our *Transformation report and employment equity status statement*.

Environmental sustainability initiatives

Unisa is committed to working towards environmental sustainability and has set itself a programme to achieve this. To this end, Unisa Council has approved a number

of policy documents and Memoranda of Understanding (MoU) over the years and their implementation peaked in this reporting period. Among the policy documents and MoUs approved are the following:

- 2011: Living Green initiative
- 2012: Environmental Sustainability Policy
- 2013: The Green Economy and Sustainability Engagement Model (GESEM)
- 2014: The Sustainability Framework
- 2015: MoU with the South African National Energy Development Institute (SANEDI)
- 2015: MoU with the National Business Initiative (NBI) on Energy Efficiency
- 2015: Energy Management Master Plan
- 2016: Energy and Carbon Policy
- 2016: Integrated Water Efficiency and Rainwater Harvesting and Waste Management Master Plans
- 2016: Initiative to address the Global 2030 Agenda for Sustainable Development that includes the 17 Sustainable Development Goals and 169 Targets

The Environmental Sustainability Policy and GESEM remain the overarching frameworks informing policy development in addressing environmental stewardship at Unisa. All the other initiatives and policy documents act to give effect to these twin policy frameworks.

In terms of the Environmental Sustainability Policy, Unisa commits itself to environmentally sustainable practices as an intrinsic investment in the future of the university, the country, the continent and the world. This commitment is realised through awareness of more sustainable living practices and by addressing environmental challenges encountered in the operations of the university as it interacts with society. The GESEM advocates for a Unisa

⁷ United Nations. (1987). Report of the World Commission on Environment and Development: *Our Common Future*. United Nations Secretariat: New York, p 16.



that prioritises addressing environmental concerns through the provision of internal resource pooling and, where applicable, seeking external support through partnerships. The GESEM's champions are the Principal and Vice-Chancellor's Office, the Vice-Principal for Advisory and Assurance Services and the Exxaro Chair in Business and Climate Change. The last-mentioned is hosted by the Institute for Corporate Citizenship (ICC) under the College of Economic and Management Sciences (CEMS).

The finalisation of the Energy and Carbon Policy, and its approval by Council in September 2016, remains a key highlight for this reporting period. The Policy links directly to the Energy Master Plan and outlines eight focus areas, among them: energy management systems, energy planning, energy efficiency, renewable energy, carbon management and green procurement, as well as competence and training. The sections that follow briefly highlight how some of the policies mentioned herein were implemented during 2016.

Implementation of Master Plans

The installation of smart electricity and water meters commenced at major Unisa campuses, including the Muckleneuk, Sunnyside and Science Campuses. The smart meters provide the university with live updates of water and electricity consumption and detect the exact building locations where excessive consumption takes place. Going forward, this will allow the Department of University Estates to investigate the cause of such consumption (e.g. water leakages) and to educate and manage consumers. It will also provide a source of accurate data for future Annual Reports.

Academic activities

The major contribution that any university makes is always through its academic activities – and, very often, these academic activities precede broader social awareness of major global issues such as environmental sustainability. Even where this has not previously been the case, once such issues have been identified, they certainly and quickly become the focus of concerted academic activity in the form of research, tuition or community engagement. It is, therefore, hardly surprising that a number of academic departments are actively involved in tuition, research and community engagement work that addresses key environmental sustainability matters raised in South Africa's National Vision for 2030 – the National Development Plan

(NDP), Africa Agenda 2063, and the 2030 Agenda for Sustainable Development that enshrines the Sustainable Development Goals (SDGs).

Not surprisingly, the School of Ecological and Human Sustainability in the College of Agriculture and Environmental Sciences (CAES) is in the vanguard of such activities. In addition to their core research and teaching activities in ecological and human sustainability, this School also has a number of innovative community engagement projects focused on the same area. Most notable among these has been the collaboration between the Department of Environmental Sciences from this School, Johannesburg City Parks and Zoo and the community near Mofolo Park, which has a long-term outcome of achieving better environmental management practices in the Mofolo Park area. The School of Agriculture and Life Sciences from CAES, has entered into a partnership with Mothong African Heritage Trust, an entity that aims to preserve and promote indigenous knowledge and to create environmental awareness among the younger generation. An old dumping site in Mamelodi was rehabilitated and is now being used to host a number of events such as the World Green Day and World Food Day. Furthermore, the School of Agriculture and Life Sciences has also formed a partnership with the University of Pretoria and the Agricultural Research Council (ARC). This partnership is known as the ARC Collaboration Centre on Climate Change. It is a government initiative aimed at contributing to greater climate change resilience through improved early warning, decision-making, adaptation, mitigation and performance in the agricultural sector in order to improve agricultural output and ensure food security.

Such activity, however, is most definitely not limited to this particular School. For example, in the College of Science Engineering and Technology, the focus of the work conducted in the highly recognised Material and Process Synthesis Research Unit (MAPS) is on the conversion of waste material into energy, an area which has massive environmental implications. Beyond the work of MAPS, the college's signature module⁸ is "Ethical Information and Communication Technologies for Development Solutions". This module gives significant consideration to sustainability issues in general and to environmental sustainability issues specifically.

Likewise, in the College of Economic and Management Sciences, much of the research conducted within the

⁸ United Nations, (1987). Report of the World Commission on Environment and Development: Our Common Future. United Nations Secretariat: New York, p 16.



Institute for Corporate Citizenship, pays very close attention to matters of environmental sustainability. This is particularly true in the case of the Exxaro Chair in Business and Climate Change which is hosted within the ICC. An example of the kind of innovative work that this Chair is involved with is the household biogas project being conducted in collaboration with SANEDI and the University of Fort Hare. Furthermore, as is the case with CSET, environmental sustainability is also a very strong focus of CEMS' signature module which is entitled "Sustainability and Greed".

The College of Law offers modules in environmental law, while the College of Education offers a Master's in Environmental Education. The Department of Development Studies falls under the College of Human Sciences and considers sustainable development in both its curricula and its research. There is also an active research interest in environmental ethics in the Department of Philosophy, Practical and Systematic Theology. Indeed, even in the College of Accounting Sciences there is a research interest in the topical issue of extinction accounting.

In short, environmental sustainability is a significant aspect of the tuition, research and community engagement activities of almost every college in the university.

Involvement during Arbor Week

As part of Arbor Week 2015, Unisa directorates and regional offices received indigenous tree seed packs from

which they grew trees. During the Arbor Week 2016, the young trees were planted in communities identified by the respective departments and regional offices. Besides contributing to the greening of the environment, this initiative encouraged continued involvement of Unisa staff in the greening of their communities in years to come. The trees planted will make up the Unisa forest of around 200 trees across the country and will serve as a national contribution to air quality.

Unisa e-Garden Initiative

Another highlight was the completion of Unisa's e-garden. The idea of the e-garden was born and conceptualised around the three pillars of e-learning, ethics and environment. One of the many unique features of the e-garden is that it is entirely solar powered. The seating walls are equipped with solar-powered plugs and USB ports, allowing Unisa staff and guests to connect electronic devices at various points in the e-garden. All of its lights, pumps and electronic information systems are completely off-grid, powered by a 10 kW hybrid standalone/grid-supported photovoltaic plant, complete with loads at 400/230 VAC nominal, at 50Hz. The old 400 W spotlights previously used to light up the OR Tambo Building at night have been replaced with six solar-powered LED spotlights. These bring a saving of 3,200 W/hour with a total energy saving of 32 kW being achieved per night that they are switched on, thus helping Unisa as it moves towards reaching the sustainability targets set for it.



TRANSFORMATION REPORT AND EMPLOYMENT EQUITY STATUS STATEMENT



The University of South Africa's Staff Transformation Plan 2016 – 2020 provides the objectives and framework for employment equity (EE) implementation and staff transformation at Unisa. The plan was developed and presented for broad consultation early in 2016. The quantitative goals presented in the plan prescribe the institutional targets and direction, which all colleges and support departments have included in their respective EE plans for the period. The plan has been aligned with the strategic goals as set out in the Unisa Strategic Plan 2016–2030 as regards the setting and achievement of the institutional EE targets. The Staff Transformation

Plan 2016–2020 presents the principles of inclusivity, institutional culture change, diversity management, affirmative action, the broader national social justice ideals as well as the creation of an enabling environment for persons with disabilities as key focus areas.

The economically active population (EAP) targets as provided by the Commission for Employment Equity Report for 2016 are noted below. These targets are reviewed on an annual basis in all the EE plans throughout the university.

Economically active population targets		
Race	Male	Female
African	42.1%	35.3%
Coloured	5.4%	4.6%
Indian	1.7%	1.0%
White	5.6%	4.3%
Total	54.8%	45.2%

Source: Statistics South Africa 2015

As a designated employer, Unisa is required to comply with all the key aspects of the EE Act. Broad consultation is a key part of Unisa's obligation to comply. During 2016, the Institutional Employment Equity Forum (IEEF) was established. It has been fully functional and compliant in terms of sections 16 and 17 of the EE Act. This committee focuses solely on EE transformation at Unisa. The completion of the roll-out of EE committees in all colleges and administrative/support departments remains a key priority at Unisa. This is to ensure consultation and awareness of EE throughout the institution. Unisa also has an established University Employee Disability Forum (UEDF) that focuses on the interests of this key designated group.

Awareness workshops focusing on transformation, EE, persons with disabilities and diversity were hosted on a regular basis throughout the university and were aimed at ensuring a broad understanding of the transformation objectives as set out in the Staff Transformation Plan 2016 – 2020. These workshops formed part of Unisa's requirement to comply with and ensure an institution-wide understanding of EE transformation in the university.

The Insourcing Project was partially completed during 2016 with the incorporation of 263 staff members at University Estates, which had a significant impact on the EE profile of the department.



Occupational-level overview

The Unisa Annual Report focuses on the profile as at the end of 2016. Areas of progress as well as the remaining challenges are noted below. Academics, professors/associate professors, administrative/support profiles and persons with disabilities are presented separately.

Academic occupational levels

Occupational levels	Male				Female				Foreign nationals		Grand total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Professionally qualified and experienced specialists and mid-management levels 4–6	92	12	13	146	56	6	10	149	64	18	566
Skilled technical and academically qualified workers, junior management supervisors levels 7–12	298	13	19	132	242	12	49	311	49	39	1 164
Grand total	390	25	32	278	298	18	59	460	113	57	1 730

Most noteworthy is the progress made in the academic staff cohort with an increase in both the African female and African male demographic groups of 17.2% (15.3%) and 22.5% (20.7%), respectively. Figures in brackets are

for 2015. Foreign national academic staff constituted 9.9% of all academics at Unisa. Steady improvement in the senior lecturer and lecturer levels for these groups was also noted.

Professors and associate professors

Position title	Male				Female				Foreign nationals			Grand total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Total	Male	Female	
Professors	45	8	4	113	15	2	6	75	268	35	11	314
Associate professors	47	4	9	33	40	4	4	73	214	29	7	250
Grand total	92	12	13	146	55	6	10	148	482	64	18	564

Based on the occupational levels of academics, a specific point of focus is on representation in the senior academic levels. Progress in terms of representivity of professors and associate professors was noted. African females had increased representation at 9.7% (8.8%) and African males

at 16.3% (14.6%). White males were at 26% (30.2%) and white females at 26.2% (26.5%). White males historically always dominated this senior category of academic staff and this period actually indicates a marked decrease in this demographic group.



Administrative/Support occupational levels

Occupational levels	Male				Female				Foreign nationals			Grand total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Total	Male	Female	
Top management (+1)	1								1			1
Senior management (1-3)	8	1	1	5	4	0	2	8	29	1		30
Professionally qualified and experienced specialists and mid-management (4-6)	123	17	10	68	116	9	11	82	436	6	5	447
Skilled technical and academically qualified workers (7-12)	832	39	27	159	1 105	68	39	362	2 631	6	5	2 642
Semi-skilled and discretionary decision making (13-16)	28	0	0	0	11	0	0	0	39			39
Unskilled and defined decision making (19)	27	0	0	0	235	1	0	0	263		263	
Grand total	1 019	57	38	232	1 471	78	52	452	3 399	13	10	3 422

In the administrative/support staff cohort, African females remained the highest represented group. However, at top management and senior management level, African females decreased during 2016 from 19% to 12.9%. African males showed an increase from 24% to 29%. White males and females remain overrepresented at this level.



Persons with disabilities

Occupational levels	Male				Female				Foreign nationals			Grand total
	African	Coloured	Indian	White	African	Coloured	Indian	White	Total	Male	Female	
Top management (+1)									0			0
Senior management (1-3)				1					1			1
Professionally qualified and experienced specialists and mid-management (4-6)	4			5				2	11			11
Skilled technical and academically qualified workers (7-12)	10		4	7	6		1	10	38	1	1	40
Semi-skilled and discretionary decision making (13-16)	1								1			1
Unskilled and defined decision making (19)									0			0
Grand total	15	0	4	13	6	0	1	12	51	1	1	53

Unisa did not manage to make progress with regard to persons with disabilities at Unisa and the national target of 2% was not achieved. The attraction of persons with disabilities to Unisa continues to remain a serious challenge.

Mr AS Simelane
Chairperson: Unisa Council

Prof MS Makhanya
Principal and Vice-Chancellor

REPORT ON INTERNAL ADMINISTRATIVE/ OPERATIONAL STRUCTURES AND CONTROLS



Unisa's system of internal controls is a hybrid of manual policies and automated procedures and processes that cover governance and operational functions. The purpose of the internal control system is to support the cost-effective mitigation of risks, with the ultimate goal of achieving the university's objectives. These controls are intended to support the following goals:

- i. Achieve the university's objectives in an effective, efficient, economical, socially responsible and ethical manner
- ii. Provide accurate and timely financial information in accordance with financial reporting standards
- iii. Safeguard assets and information
- iv. Improve quality
- v. Comply with legislation and regulations

A system of internal control has inherent limitations in terms of its effectiveness, being prone to human error and the circumvention or overriding of those controls. The existence of an internal control system provides reasonable assurances that risks are or can be adequately and effectively mitigated.

The higher education environment has changed significantly over the past few years and, as a result, micro- and macroeconomic as well as social-political factors have had an inevitable influence on institutions' governance, risk management and internal controls. The #FeesMustFall campaign of 2015 gave rise to similar protest actions as those related to insourcing, service delivery, and calls for increased accountability and the responsible use of resources – demands that continued into 2016.

The internal audit activity in Unisa provides value-adding, independent, objective assurance and consulting services aimed at improving the university's operations. To promote this activity's organisational status and independence, it reports functionally to the Audit and Enterprise Risk Management Committee of Council (AERMCoC) and administratively to the Office of the Vice-Chancellor. The activity continually strives to apply best practice and to

align its operations with the International Standards for the Professional Practice of Internal Auditing as well as the King III Code on Corporate Governance.

The embedding of combined assurance continued in 2016 and has improved since it was first introduced, to the extent that assurance providers at the different levels of defence are increasingly integrating their efforts. The effectiveness of the combined assurance initiative is always reliant on an effective, embedded, risk-management process. This initiative coordinates efforts between internal and external auditors, to ensure proper audit coverage of risk areas and avoid duplication. As regards their respective mandates, external auditors conduct a statutory audit of the university's financial statements and related reporting, while internal auditors assess the adequacy and effectiveness of the system of internal control, in addition to providing advisory services. Based on this arrangement, the external auditors must be able to rely on the work of the internal auditors.

The Internal Audit activity follows a risk-based approach in performing its audit engagements. The adequacy and effectiveness of risk mitigation measures are assessed and observations are discussed with Management, so that action plans with clear implementation dates can be devised to address any adverse conditions. Follow-up internal audit engagements are then scheduled and executed within six months of the issuing of the final internal audit report, to monitor the implementation of corrective action and assess the effectiveness thereof.

The 2016 evaluation of the internal controls indicated that the university's system remains only partially effective. The results of follow-up engagements show that, in the main, the agreed management actions are only partially implemented. The hybrid state of the system of internal control thus continues to pose challenges. The continued delayed implementation of mission-critical systems (e.g., the new student system, and the electronic content management, supply chain management and student relationship management systems) has affected the university's progress towards achieving its objective of



becoming an ODeL institution that supports its students through a blended delivery mode. Business continuity, service delivery and system integration therefore remain areas requiring attention. Other areas of note are ineffective performance monitoring and reporting, limited internal project management skills and capacity, human resources capacity challenges, contract management, and a lack of consequence management.

In 2016, Internal Audit conducted 93 engagements (43 in 2015) based on the AERMCoC-approved internal audit coverage plan. In total, 16 planned engagements (9 in 2015) were not executed due to either client delays in project implementation or the termination of tasks that had to be reviewed. These were replaced by *ad hoc* management-requested work, as well as follow-up audit engagements.

AERMCoC performs oversight of external and internal audit activities, management's response to related findings, as well as the action plans implemented by management. AERMCoC is informed of audit observations, recommendations and agreed management actions on a quarterly basis. Unisa received qualified audits in 2014 and 2015. AERMCoC mandated a task team under the leadership of the Vice-Chancellor to ensure that the audit qualification would not be repeated in 2016. Management

initiated an audit remediation plan to address and remove the areas of qualification, while extensive efforts were made in working towards an unqualified audit.

The university assessed its internal control systems as at 31 December 2016 in relation to the criteria for effective internal control over financial reporting, as described in its policies and procedures. The assessment was based on internal and external audit findings – Management did not conduct a formal self-assessment of the university's internal controls in 2016. The Internal Audit activity held awareness sessions in various departments of the university, where the concept of control self-assessment was introduced. The university acknowledges that, as at 31 December 2016, its systems of internal control over its operational environment; along with information reporting and safeguarding of assets against unauthorised misappropriation, use or disposal; continue to require attention and improvement if they are to meet the set criteria (optimally and functionally).

AERMCoC reviewed the report on internal administrative and operational structures and controls in the year under review at its meeting of 2 June 2016 – the meeting was quorate, and the documentation for approval by the committee was circulated in advance, with due notice, along with the meeting agenda.

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Mr TG Ramasike
Chairperson: AERMCoC

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Ms A Steenkamp
Chief Audit Executive



REPORT ON RISK EXPOSURE ASSESSMENT AND RISK MANAGEMENT



Introduction

Unisa has an Enterprise Risk Management (ERM) Framework and Strategy, which was approved by Council in 2015 and forms the basis of risk management at Unisa. At an operational level, the Department Risk and Compliance reports directly to the Vice-Principal: Advisory and Assurance Services and organisational risk – both strategic and operational – is managed through the Enterprise Risk Management Committee (ERMC), chaired by the Vice-Principal. The ERMC is a sub-committee of the Management Committee and reports to the Management Committee and to the Audit and Enterprise Risk Management Committee of Council on a quarterly basis. Whilst the AERMCoC assumes overall oversight for the risk function at Unisa, specific identified risks are also engaged and reported at the respective committees of Council as appropriate. All Committees of Council have a standing item under the heading “Identified Risk”, and therefore the opportunity to raise matters directly to the AERMCoC. It is for this reason that the AERMCoC meeting is always the last of the scheduled Council Committee meetings prior to a scheduled Council meeting.

The ERMC met four times during 2016. Separate minutes of the meetings are kept centrally by Unisa’s Committee Services Section, reporting to the Registrar. The ERMC comprises 34 internal Unisa staff members, including the relevant Vice-Principals, the Chief Audit Executive and other Executive Directors, Directors, and all the Executive Deans. The assessment of risk is an ongoing activity at Unisa under the auspices of the Department Risk and Compliance and quarterly reports are submitted to the ERMC for consideration and advice on to the Management

Committee, which then submits its recommendations to the AERMCoC. The Department Risk and Compliance in consultation with all stakeholders and the Department Internal Audit prepares the annual risk assessment review for submission to the ERMC. The ERMC then follows the approved institutional process and submits the risk assessment review to the AERMCoC for consideration and final recommendation to Council.

Identification and assessment of risk

Risk may be defined as ‘a potential threat or possibility that an action or event will adversely or beneficially affect and organisations ability to achieve its objectives’.⁹ Good governance practice requires that events and actions that are potential organisational risks should be identified and the likelihood of their occurrence and their anticipated impact assessed. This exercise is performed annually at Unisa, given the critical integrated function of ERM in Unisa’s strategic planning processes. In addition, arising from this exercise, acknowledging the complex and dynamic character of the higher education sector in South Africa as well as being cognisant of the rapidly emerging globalisation/internationalisation and mobility of higher education, Unisa annually reviews its Strategic Risk Register to ensure continued relevance. All risks are rated according to their likelihood of occurrence and anticipated impact. In rating the risks, Unisa is singularly aware of the need to balance anticipated risks with the possible derivative opportunity, thereby ensuring that the mitigating actions for the Strategic Risk Register and the performance objectives of Unisa’s Strategic Plan are aligned.

⁹ Government Gazette No. 37726, 9 June 2014. *Regulations for Reporting by Public Higher Education Institutions*. www.gpwonline.co.za.



During the year under review (2016), Unisa was occupied with the management of the following strategic risks that were rated high/extremely high:

Key risk	Further description	Strategic focus area	Risk owner
Financial sustainability	Failure to maintain the financial sustainability of the institution	1; 2; 3	VP: Finance and Business Enterprises
Strategic projects	Inability to deliver the strategic projects, as defined by industry standards, on schedule and within budget	2	VP: Operations and Facilities
Integrity of academic offerings	Inability to implement systems and processes to protect the security and integrity of examination-related information (including papers, marks and results)	1; 2	Registrar
Non-compliance with OHS requirements	Failure to comply with and maintain safety standards in laboratories, resulting in harm to employees, contractors, students and communities near the Science Campus	2	VP: Strategy, Risk, and Advisory Services
Legal and regulatory compliance	Failure to keep up and comply with changes, resulting in damage to brand reputation as well as fines and penalties	2	VP: Strategy, Risk and Advisory Services
Talent management	Skills shortages in critical areas as a result of the attrition and loss of key staff, limited/no succession planning, as well as the inability to attract appropriately skilled staff generally and particularly in the ICT field	1; 2	VP: Institutional Development & Transformation
Inability to manage enrolment growth	Inability to manage enrolment growth as a result of the failure/ inability to develop and implement an improved enrolment planning and management strategy for the university	1	VP: Teaching, Learning, Community Engagement and Student Support
ICT infrastructure	Poor ICT infrastructure that could result in loss of critical data, a rise in cyber security threats and misalignment with the Unisa business strategy	2; 3	VP: ICT
Failure to achieve optimal success and/or throughput rates	Failure to achieve optimal success rates (i.e. pass rates) and throughput rates, with the effect of compromising Unisa's long-term sustainability	2	VP: Teaching, Learning, Community Engagement and Student Support
Inability to transform into a fully fledged ODeL institution	Inability to transform into a fully-fledged ODeL institution as a result of institutional inability and/or unwillingness to optimise the utilisation of ICT	1; 3	VP: Teaching, Learning, Community Engagement and Student Support
Failure to achieve optimal research outputs	Failure to achieve optimal research outputs with the effect of compromising Unisa's long-term sustainability	1	VP: Research, Postgraduate Studies, Innovation and Commercialisation
Stakeholder engagement	Failure to close the stakeholder expectation gap due to an inability to adequately define Unisa stakeholders and/or their expectations	2	VP: Institutional Development & Transformation

In November 2016, the Council on the recommendation of the AERMCoC approved the 2017 Strategic Risk Register, which is set out below:

Priority	Headline risk	Description	Current risk rating	Risk owner
1.	Institutional disruption	Continued staff and student protests, and institutional disruption	16	Principal & VC (with interdependencies)
2.	Institutional autonomy	Growing political influence of government in higher education management and governance	12	Principal & VC (with interdependencies)
3.	Financial sustainability	Failure to maintain the financial sustainability of institution	11	VP: Finance (with interdependencies)
4.	Strategic projects	Inability to deliver the strategic projects (as defined by industry standards) on schedule, within budget	11	VP: Facilities & Ops (with interdependencies)
5.	Reputation	The continued failure to provide quality service to students and other stakeholders, leading to a loss of reputation	10	VP: TLCESS (with interdependencies)
6.	Integrity of academic offerings	Continued failure to protect the security and integrity of examination-related information	10	Registrar
7.	HR skills shortages in critical areas	Continued skills shortages in critical areas due to an inability to attract and/or retain competent staff	10	VP: ID&T (with interdependencies)
8.	Information and Communications Systems and Technology		9	ED: ICT
8a	Cybercrime	Possibility of compromised security and integrity of IT systems, information, and data due to cyber-crime (e.g. identity theft, theft of sensitive data or IP, etc.) and malicious cyber-attacks on Unisa's IT infrastructure		
8b	ICT and business strategy	Misalignment between business strategy and ICT strategy due to the absence of an integrated enterprise architecture framework and inability of ICT to keep the institution at the cutting edge of ODeL		
8c	Systems downtime	Loss of critical data and prolonged downtime due to failure of critical systems and technology, and absence of a functional BCP (including DRP that is fully backed up and regularly tested)		
9.	Enrolment growth	Inability to manage enrolment growth	9	VP: TLCESS (with interdependencies)
10.	Optimal success rates	Failure to achieve optimal success rates (i.e. pass rates) and throughput rates, with the effect of compromising Unisa's long-term sustainability	9	VP: TLCESS (with interdependencies)
11.	Safety at laboratories (OHS)	Failure to comply with, and maintain, safety standards at laboratories, which could result in harm to employees, contractors, students & communities near the Science Campus	9	ED: CSET, ED: CAES & Science Campus Director
12.	Curriculum transformation	Slowness of Unisa's response to curriculum transformation	9	VP: TLCESS (with interdependencies)

Very high 16
 High 9–15
 Moderate 4–8
 Low 1–3



The ED: Risk and Compliance and the Vice-Principal: Advisory and Assurance Services had direct access to the Chairperson of the AERMCoC and independent meetings were scheduled to discuss the state of risk management and the management of risk at Unisa.

Management and control of consequences of risk (interventions and physical/financial control)

Unisa promotes a responsible risk culture based on agility, cognisant of the fact that the environment in which it operates is subject not only to emerging risks but to (unexpected) 'black swans' as well. In the two years since the inception of the 2015 ERM Framework and Strategy, Unisa has achieved a high-end moderate level of maturity with regard to the management of risk. There is, however, an undeniable growth trajectory regarding the awareness of the importance of sound controls, management and monitoring of the identified risk areas. Risk awareness sessions and ongoing institutional training programmes by the Department Risk and Compliance facilitates the enhanced consciousness of risk management at Unisa. Methods of minimising adverse consequences are part of the risk management process and cost effectiveness plays a crucial role in this regard.

Unisa hosted its first Risk Management Conference on *Leading change by turning risk into extraordinary opportunities* in September 2016. The event received national recognition from the Institute of Risk Management South Africa (IRMSA) and was announced as the winner in

Mr Thabiso Ramasike
Chairperson: Audit and Enterprise Risk
Committee of Council

the Education Initiative category at the IRMSA Gala Dinner and Award Ceremony.

The way forward

The 2015 Enterprise Risk Management Framework will be reviewed in 2017. This will afford the institution the opportunity to reflect on the latest trends in the external environment and, particularly, how they relate to risk governance at Unisa. The university will continue to observe the implications of the economic outlook, including the downgrading of the country's rating to junk status, in order to track the impact on our risk profile. The country's negative economic outlook might serve as a litmus test to determine Unisa's risk resilience and the extent to which it has progressed on its journey towards ERM maturity and state of competitiveness. Key indicators of an effective risk management process will include

- Unisa's financial sustainability
- the status of its market share, which talks to the risks pertaining to enrolment growth, optimal student success rates as well as the management of stakeholder expectations
- improved, emerging-risk identification capabilities
- institutional planning that integrates external environmental landscape changes and alignment across institutional activities, resulting in enhanced performance and progress towards being a fully-fledged ODeL integrated institution

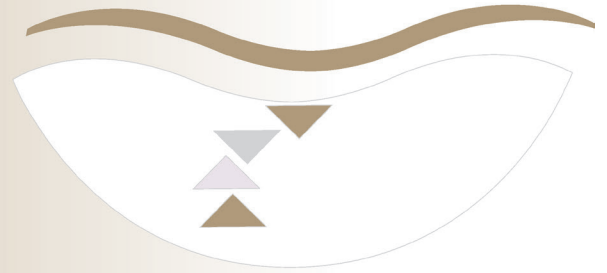
In addition to the other Council approved strategic risks, these focal areas will receive priority from an ERM perspective.

Prof. D Singh
Chairperson: Risk Management Committee



REPORT OF THE VICE-CHANCELLOR ON MANAGEMENT AND ADMINISTRATION

PEGELO YA MOTLATSAMO- KHANSELARA MALEBANA LE BOTSAMAISI LE TSAMAISO



The year 2016 has been a watershed year for the University of South Africa, bringing with it fundamental change, upheaval and transformation. It has also been a year of new beginnings for the members of the new-look Executive Management and Council whose tenures were ushered in at the time of the hugely disruptive #FeesMustFall and insourcing campaigns. Instead of being able to focus concertedly on the implementation of the first five-year phase of our new 2016–2030 strategy, Executive Management and Council found their attention and their energies being diluted and spread across a number of fronts in an effort to ensure the stability, sustainability and functioning of the institution. Many of the issues that arose were alien to the experience of Executive Management and Council meaning that leadership was sometimes a painful, ad hoc learning experience. Unisa has therefore not realised the progress towards achieving all of our objectives that we would have wished for, but I am pleased that – by the end of 2016 – the majority of these had been addressed and that Unisa was still fully operational and sustainable. To a very significant extent, the issues around the #FeesMustFall and insourcing activities had been addressed satisfactorily, thus averting the disasters that befell a number of our sister institutions and paving the way for a smoother transition into 2017.

Importantly, 2016 marked the first year of Unisa's new 2016–2030 strategic plan, which is a carefully crafted, responsive and visionary medium and long-term roadmap for the university. The strategy represents the cumulative input and reflection of the university as a growing and transforming entity, translated into a codified plan that aspires to responsiveness and high performance. Key considerations in the conceptualisation of the strategy included: changing student enrolments and demographics; the opening up of ODeL, nationally and globally; the increasingly influential role of ICTs in ODeL, especially in terms of improved operational efficiencies, student support

Ngwaga wa 2016 e nnile ngwaga wa diphetogo mo Yunibesithi ya Aforikaborwa, mme o tllile ka diphetogo tsa bothokwa le dikhuduego. Gape e nnile ngwaga wa tshimologo mo ditokololong tsa botsamaisi jo bontšhwa jwa khuduthamaga le Lekgotla, ba paka ya bona e simolotseng ka nako ya letsholo le le neng le kgoreletsata thata la #FeesMustFall le la gore go thapiwe badiri ba ba neng ba direla ditlamo tse di tlamelang ka ditirelo. Ka jalo, go na le go tsepamisa megopolo mo go diragatseng legato la ntlha la dingwaga tse tlhano tsa togamaano ya rona e ntšhwa ya dingwaga tse tlhano, botsamaisi jwa khuduthamaga le Lekgotla ba fitlhetse megopolo le mafolofolo a bona a tshaologile e bile a tshwanelwa ke go phasaladiwa mo dintlheng di le mmalwa ka maiteko a go netefatsa gore go nna le tsepamo le go dira sentle leruri ga setheo. Bontsi jwa dintlha tse di tlhageletseng di ne di le dintšhwa mo botsamaising jwa khuduthamaga le Lekgotla, mme seo sa raya gore boeteledipele e nnile maitemogelo a ka dinako dingwe a neng a le bothoko e bile a sa rulaganyediwa. Ka jalo, ga re a nna le tswelopele e re neng re e solofetse go fitlhelela maitlhomona a rona otlhe. Le fa go le jalo, ke itumelela gore kwa bokhutlong jwa 2016, bontsi jwa mathata ano bo ne bo rarabolotswe mme Unisa e ne e sa ntse e dira ka botlalo e bile ka tsela ya leruri. Tota go ka twe, dintlha tse di ka ga #FeesMustFall le go thapiwa ga badiri ba ba neng ba direla ditlamo tse di tlamelang ka ditirelo di rarabolotswe ka tsela e e kgotsofatsang, mme ka jalo, ga tilwa matlhotlhapelo a a wetseng ditheo tse dingwe di le mmalwa mme seno sa dira gore go kbaganyetsa mo 2017 go nne bonolo.

Sa bothokwa ke gore 2016 e ne e le ngwaga wa ntlha wa togamaano ya Unisa ya 2016–2030, e leng mosupatsela o o tsibogang, wa ponelopele ya pakagare le pakatelele, o o kwadilweng ka kelotlhoko wa Yunibesithi. Togamaano e emetse ditshwaelo le itshekatsheko e e kokoantsweng ya Yunibesithi jaaka setheo se se golang e bile se ntse se fetoga, mme tseno di fetotswe go nna leano le le rulagantsweng



and analytics; the changing global higher education and socio-economic and political contexts; and the assertion of our African identity, voice and culture. Three goals cover Unisa's key focus areas of scholarship; operations and ICTs. All of these are underpinned by our newly crafted values, namely, ethical and collective responsibility; integrity, innovation and excellence; responsive student-centeredness; and dignity in diversity.

Effective planning

An implementation plan and a change management strategy were crafted to facilitate the translation of the strategy into an institutional reality, and progress and monitoring thereof were the focus of the two annual executive management makgotla. Together, the planning and aligned objectives and actions provide the basis for performance management and impact assessment, as well as our compact with our key stakeholders, including the Department of Higher Education and Training. The strategy will be implemented in five-year phases, the first being the 2016–2020, with regular reviews at these intervals.

It would be remiss not to mention that, in 2016, planning at Unisa took place within the context of the fees and insourcing issues and the urgent need for disciplined financial probity and acumen in dealing with the reduced allocations from DHET, the demands for free education and the imperative to ensure institutional sustainability and to accommodate un-budgeted for costs arising from the disruptions. This meant that certain projects were delayed and that financial sacrifices had to be made, the impact of which will be seen in 2017 and beyond.

Given the austerity measures and the unstable operating environment, compliance became increasingly important in 2016, prompting closer attention to due process, especially around financial management. An unfavourable audit finding necessitated firmer monitoring and the imposition of compliance measures, as well as accountability checks and balances. Despite some resistance to perceived bureaucracy around compliance, the monitoring and management of this aspect will continue for the foreseeable future.

The performance objectives in the 2016 Pre-determined Objectives Compact with the Minister were identified because of the material impact they would have on Unisa's service, quality and sustainability (including financial sustainability) commitments. Council approved the Compact highlighting the achievement of set targets as an institutional priority. Satisfactory progress has been made on the implementation of our Annual Performance Plan,

la melao le melawana le maitlomo a lona e leng tsibogo le tiragatso e e kwa godimo. Dintlha tsa bothokwa tse di etsweng tlhoko fa go rulaganngwa togamaano di akareditse go fetola go kwadisiwa ga baithuti le ditlhophatse di farologaneng (demographics); katoloso ya ODeL bosetšhaba le lefatshe ka bophara; seabe sa tshusumetso ya ICT se se golang mo lephateng la ODeL, bogolo segolo malebana le bokgoni jwa go dira jo bo tokafetseng, tshegetso ya baithuti le tshokatsheko; phetogo ya thuto e kholwane lefatshe ka bophara gammogo le bokao jwa ikonomiloago le sepolotiki; le go tlhomamisa boitshupo, lentwe le setso sa sa rona sa SeAforika. Diphithelelo di le tharo tse di amanang le dintlha tsa bothokwa tse di totilweng ke Unisa ke go ithuta, go dira le ICT. Tsotlhe tse di theilwe mo dintlhatheong tsa rona tse dintšhwa, e leng maikarabelo a maitsholo le a tlhakanetsweng; boikanyego, boithlamedi le botswerere; tsibogo e e ikaegileng ka baithuti; le seriti mo dipharologanong.

Go rulaganya maano ka tsela e e mosola

Go kwadilwe leano la go tsenya tirisong le la botsamaisi jwa diphetogo go gokaganya go fetolelwa ga togamaano go nna nnete ya setheo, mme tsewelelopele le tlhokomelo ya tsona e nnile dintlha tse di totilweng kwa makgotleng a mabedi a botsamaisi jwa khuduthamaga. Mmogo, dithulaganyo tsa maano le maitlomo a a lepalapaneng natso le dikgato di tlamela ka motheo wa botsamaisi jwa tiragatso le tshokatsheko ya ditlamorago, gammogo le tumelano ya rona le baamegi ba rona ba bothokwa ba ba akaretsang Lefapha la Thuto le Katiso e Kholwane. Togamaano e tlaa diragadiwa ka dikgato tsa dingwaga di le tlhano mme ya ntlha e tlaa nna go tloga ka 2016–2020 go ntse go na le ditshekatsheko tsa gangwe le gape mo magareng.

Go tlaa bo go se maleba fa re ka se ke ra tlhagisa gore ka 2016, thulaganyo ya maano e diragetse go lebeletswe mathata a dituelo le go thapiwa ga badiri ba ba neng ba direla ditlamo tsa ditirelo gammogo le tlhokego e e potlakileng ya bokgoni le boikanyego mo go tsa ditšhelete ka ntlha ya kabelo e e fokoditsweng go tswa kwa DHET, boikuelo jwa thuto e e sa duelelweng mmogo le bothokwa jwa go netefatsa gore setheo se kgona go tsewelela leruri le go samagana le ditshenyegelo tse di neng di se mo tekanyetsokabong tse di tlhagisitsweng ke dikgoreletsego. Seno se kaya gore diporojeke dingwe di ne tsa salela kwa morago le gore go ne ga tshwanela gore go tsewelelwetso dingwe tsa ditšhelete mme ditlamorago tsa teng di tlaa bonwa ka 2017 le mo dingwageng tse di latelang.

Ka ntlha ya dikgato tsa go tlhabela ga ditšhelete le seemo se se sa iketlang sa tiro, go ne ga nna bothokwa go



largely supported by our commitment to free and frank engagement, staff development and the ongoing assertion of teamwork as a basis for successful ODeL.

Unisa achieved 60% of the targets set for 2016. Strategic Focus area 1: *Towards becoming a leading ODeL, comprehensive university in teaching and learning, research, innovation and community engagement based on scholarship*, had the highest achievement rate at 73%. The throughput and success rate targets were achieved and three of the five research targets were met. 13.4% of undergraduate modules applied the ODeL business model (242/1 804 modules online). The colleges' ODeL plans were approved at Senate in 2016 and are in the process of being operationalised in terms of the blended learning model. The implementation of the ODeL model will demonstrate future financial savings and greater institutional efficiencies.

38% of the targets related to Strategic Focus Area 2: *To craft and embed an agile, innovative, sustainable and efficient operational environment*, were achieved. The cash management oracle module was successfully implemented in April 2016. Unisa's framework for reporting on institutional performance was approved by the Council with the proviso of submission to and consultation at Senate. This revision resulted in a comprehensive monitoring and evaluation framework that attempts to translate the university's strategic objectives into a coherent set of performance indicators. Five perspectives, namely leadership; governance management and culture; academic excellence; financial stewardship; stakeholder focus; and operational excellence and effectiveness were identified as the key drivers of high performance and a useful tool to develop a culture of institutional self-assessment. The third-stream income target was in excess of the APP target.

Continuing to create a conducive online environment for our students, a new tool called Bio Details was implemented on the myUnisa student portal. Using this, students can view their personal information and change their contact details online. The web self-help registration function also links to the tool to bring address and contact details functionality. 66% of students made use of the web facility and 34% of the non-web facility during the period under review.

With regard to ICT operations, a disaster recovery system was fully operational at the end of 2016. The following documents were approved by Management and submitted to the ICTCoC for final approval: Backup Strategy; Backup Policy; Failover Strategy; Failover Policy; Recovery Area Strategy; and Recovery.

obamela melao ka 2016, mme seno sa baka gore go elwe tlhoko thata dithulaganyo tse di maleba, bogolo segolo mo tsamaisong ya ditšhelete. Diphithelolelo tse di neng di sa batlege tsa boruni di dirile bothokwa jwa gore go gatelelwe tlhokomelo le gore go nne le dikgato tsa kobamelo, mmogo le go rwala maikarabelo mo mererong ya ditšhelete. Le fa go na le go batla go ema kगतलhanong le thulaganyo ya melao le melawana e e beilweng malebana le kobamelo, tlhokomelo le tsamaiso ya ntlha eno e tlaa tswelapele mo isagong.

Maitlhommo a tiragatso mo tumelanong ya *maitlhommo a sweditšweng pele* a 2016 le Tona a supilwe ka ntlha ya ditlamorago tse di bonalang tse a tlaa nnang natso mo maitlamong a Unisa a tirelo, boleng le go nnela leruri (go akarediwa go itsetsepela leruri mo go tsa ditšhelete). Lekgotla le amogetse Tumelano, le sedifatsa diphithelolelo tsa diphithelolelo tse di totilweng jaaka ditlapele tsa setheo. Go nnile le tswelapele e e kgotsotšatsang mo tiragatsong ya leano la rona la tiragatso la ngwaga le ngwaga, le le tšhegeditšweng thata ke maitlamo a rona a dipuisano tse di gololesegileng e bile e le tsa puo phaa, tlhabololo ya badiri gammogo le tswelapele ya go dira jaaka setlhopho jaaka motheo wa ODeL e e atlegileng.

Unisa e fitlhetse 60% tsa diphithelolelo tse di neng di totilwe mo 2016. **Ntlha ya togamaano e e neng e totilwe ya 1: Go lebisa kwa go nneng yunibesithi e e eteletseng pele ya ODeL e e akaretsang mo go tsa go ruta le go ithuta, patlisiso, boitlhamedi le go golagana le baagi go ikaegilwe ka go ithuta**, e nnile le phithelolelo e e kwa godimo ya 73%. Diphithelolelo tse di totilweng tsa selekano sa tiro e e dirilweng le sa katlego di fitlhetse mme go fitlhetse diphithelolelo tse tharo mo go tse tlhano tse di neng di totilwe tsa patlisiso. Diperesente di le 13.4 tsa dimojule tsa pele ga go aloga di dirisitse sekao sa kgwebo sa ODeL (dimojule di le 242/1 804 mo inthaneteng). Maano a dikholetšhe a ODeL a rebotswe ke Senate ka 2016 mme a mo thulaganyong ya go dirisiwa go ya ka sekao sa go ithuta go go tswakaneng. Go dirisiwa ga sekao sa ODeL go tlaa bontsha dipoloko tsa mo isagong mmogo le bokgoni jo bo oketsegileng jwa setheo.

Ka bomadimabe, ke 38% fela tsa diphithelolelo tse di neng di totilwe tse di amanang le **ntlha ya togamaano e e neng e totilwe ya 2: Go aga seemo se se kobegang, sa boitlhamedi, se se nnelang leruri mme se le bokgoni sa go dira**, tse di fitlhetse. Mojule wa *Oracle Cash Management* o diragaditšwe ka katlego ka Moranang 2016. Letlhommo la Unisa la go bega ka tiragatso ya setheo le rebotswe ke Lekgotla ka peelo ya gore le tlhagisiwe kwa, le go batla maikutlo a Senate. Poeletso eno e lebisitse kwa letlhommesong le le akaretsang la kelotlho



While every attempt was made to ensure that no legacy projects would be carried over to the new strategic planning phase, those which were not completed prompted a review of our planning practices and our institutional capacity so as to ensure that these objectives would be made realistic and achievable. The review process was finalised in 2016. Given the disruption that characterised the year under review, I am happy that the university was able to achieve its APP targets satisfactorily for the academic projects.

Management and administration

The university commenced with the review and realignment of professional and support structures in 2015. This is a crucial process to ensure that the university is in a position to deliver on its long-term strategy. In 2015, the Council approved the new management structure for the university. The implementation of the new structure commenced in 2015 and continued in 2016 with the appointment of a Vice-Principal: Operations and Facilities. However, the Vice-Principal: Institutional Development and Transformation position remained vacant. The Registrar: Academic, Enrolments and Administration and the Vice-Principal: Research, Postgraduate studies, Innovation and Commercialisation positions also became vacant during 2016. These positions will be prioritised for filling in 2017.

The university made 557 new appointments during 2016. A significant portion of the new appointments was as a result of the insourcing project. 263 individuals who were previously employed by service providers providing cleaning services to the university were insourced and permanently employed by the university as from 1 December 2016. Insourcing in other environments, such as Protection Services, will continue in 2017. Staff appointments in the rest of the in the academic and administrative sector totalled 294. During 2016, the university experienced 252 terminations of employment due to resignation and retirement. This means that, in total, the university saw a nett gain of 305 employees in 2016 (new appointments: 557, less terminations: 252).

There have been ongoing concerns in 2016 around the availability of quality staff, the adequacy of staffing levels and the concomitant impact on the institution in terms of institutional continuity, service delivery, meeting APP targets and objectives, staff morale, inability to meet transformation targets and a dilution of Unisa's status and impact. Sustained complaints about lengthy appointment processes have been vindicated in the withdrawal of some very good candidates. Moreover, the lack of movement with regard to the filling of the executive management positions mentioned above and the resignation of the VP: Assurance and Advisory Services at the end of 2016

le tshekatsheko le le lelang go fetolela maitlomo a togamaano a Yunibesithi go nna disupi tsa tiragatso. Go supilwe megopolo e le merataro, e leng boeteledipele; botsamaisi jwa taolo le setso; botswerere jwa thuto; tlhokomelo ya ditshelete; go tota baamegi; le botswerere le bokgoni mo tirong jaaka ditsamaisi tsa bothokwa tsa tiragatso e e kwa godimo le sediriswa sa bothokwa go aga setso sa itshekatsheko ya setheo. Phithlelelo ya lephata la boraro ya letseno e ne e fetile phithlelelo e e neng e totilwe ya APP.

Go tsentswe tirisong sediriswa se sentšhwa se se bidiwang *Bio Detail* mo phothaleng ya baithuti ya myUnisa ka maitlomo a gore baithuti ba rona ba nne le seemo se se fithelesegang sa inthanete. Ka go dirisa seno, baithuti ba rona ba ka lebelela tshedimosetso ya bona ya sebele le go fetola dintlha tsa bona tsa kgolagano mo inthaneteng. Tiriso ya kwadiso ka go ithuta ya Webe le yona e golagana le sediriswa go netefatsa gore aterese le dintlha tsa kgolagano di a dira. Diperesente di le 66 tsa baithuti di dirisitse tlanelo ya Webe mme 34% di dirisitse tlanelo e e seng ya Webe mo pakeng e e sekasekwang.

Malebana le tiriso ya ICT, go ne go na le tsamaiso ya matlhotlhapelo e e dirang ka botlalo kwa bokhutlong jwa 2016. Dikwalo tse di latelang di rebotswe ke botsamaisi mme tsa isiwa kwa ICTCoC go rebolwa makgaolakang: Togamaano ya go nna le dikhopi; Pholisi ya go nna le Dikhopi; Togamaano ya phetisetso ya dikhopi fa go na le phoso (Failover Strategy); Pholisi ya phetisetso ya dikhopi fa go na le phoso; Togamaano ya Lefelo la Pusetso; le Pholisi ya.

Le fa go tserwe matsapa a go netefatsa gore ga go na diporojeke dipe tsa boswa tse di tlaa fetisediwaang mo legatong le lentšhwa la togamaano, tse di neng di sa konosediswa di pateleditse gore re sekaseke tsela e re dirang maano ka yona le bokgoni jwa setheo sa rona gore re netefatse gore diphithlelelo tseno tse di totilweng ke tse di kgonegang le tse di ka fithelegang. Tsamaiso ya tshekatsheko e konoseditswe ka 2016. Fa go lebelelwa dikgoreletsi tse di neng di aparetse ngwaga o o sekasekwang, ke itumetse gonne Yunibesithi e kgonne go fithelela diphithlelelo tse di neng di totilwe tsa APP tsa diporojeke tsa thuto ka tsela e e kgotsofatsang.

Botsamaisi le tsamaiso

Yunibesithi e simolotse tshekatsheko le tepatepanyo ya dipopegotheo tsa porofesionale le tsa tshegetso ka 2015. Seno ke thulaganyo ya bothokwa ya go netefatsa gore Yunibesithi e mo seemong sa go diragatsa togamaano ya yona ya pakatelele. Ka 2015 Lekgotla le ne la amogela popegotheo e ntšhwa ya botsamaisi ya Yunibesithi. Go tsennngwa tirisong ga popegotheo e ntšhwa go simolotswa



will continue to pose ever greater challenges in terms of acting incumbents and the knock-on effects that will be felt by the institution. The same situation was discerned at Executive Director/Dean levels where a number of acting positions were regularly renewed because of a lack of suitable candidates or because of lengthy appointment processes.

This trend was ranked as a headline institutional risk "Critical Skills" with a risk rating of 10 (high) in 2016. Some progress was made with implementing mitigating factors, including the development of a targeted recruitment strategy and recruitment and selection tools by June 2016; the alignment of scarce skills with planned retirements, (succession planning); an HRD Strategy; and the investigation of flexible work practices. Attention was also given to a retention strategy focused on ICT staff. The ICT Department came under concerted scrutiny and assessment in the form of a broad review of its functioning and capacity. This included an ICT skills audit, prioritised to address identified gaps and to continue with the resolution of issues carried over from 2015. The alignment of the institutional structures with the 2016–2030 strategy to determine capacity reservoirs and demands also commenced.

Administrative structures and resources

The process of designing a new organisational structure that would facilitate delivery on the new strategy commenced in 2016. This project, named Project Mvusuludzo, was accompanied by the commencement of a review of resource allocation and management. The project is an exploratory exercise to make the best use of our human resources to achieve the aims and objectives associated with a leading an African open distance and e-Learning university. Its intention is to optimise our skills and capacities to realise our 2030 Vision. The attempt to align staffing and an optimal institutional structure with our visions faced several challenges in 2016, largely due to concerns that this was a restructuring instrument which would threaten people's employment.

Institutional equity

As a designated employer, Unisa is required to comply with all the key aspects of the EE Act, part of which includes broad consultation. To this end, during 2016, the Institutional Employment Equity Forum (IEEF) was established and became fully functional and compliant in terms of sections 16 and 17 of the EE Act. This committee focuses solely on EE transformation at Unisa. The roll-out of EE committees in all colleges and administrative/support

ka 2015 mme ga tswelera go fitlha ka 2016 fa go ne go thapiwa Motlatsamogokgo: Ditiro le Ditlamelo. Le gale, maemo a Motlatsamogokgo: Tlhabololo ya Setheo le Diphetogo a sa ntse a ise a tladiwe. Maemo a Morejisetara: Dithuto: Kwadiso le Tsamaiso le Motlatsamogokgo: Dipatlisiso, Dithoto tsa Morago ga go aloga, Boithamedu le Kgwebo le ona a ntse le diphatlhatiro ka 2016. Go tlatsa diphatlhatiro tsa maemo ano go tlaa dirwa ditlapele mo 2017.

Yunibesithi e thapile badiri ba bantšhwa ba le 557 ka 2016, mme bontsi jwa bona e ntle ka ntlha ya porojeke ya go thapa badiri ba ba neng ba direla ditlamo tsa ditirelo. Batho ba le 263 ba ba neng ba thapilwe ke batlamedi ba ditirelo ba ba tlamelang ka ditirelo tsa go phepafatsa mo Yunibesithi ba ne ba thapiwa leruri ke Yunibesithi go tloga ka di 1 Sedimonthole 2016. Go thapa badiri ba ba neng ba direla batlamedi ba bangwe ba tshwana le ba ditirelo tsa tshireletso go tlaa tswelera pele ka 2017. Go thapiwa ga badiri mo maphateng a mangwe a thuto le a tsamaiso go fitlhetse palogotlhe ya 294. Ka 2016, Yunibesithi e itemogetse go leboga tiro ga badiri ba le 252 e ka nna ka go leboga tiro gongwe go ya phenšeneng. Seno se kaya gore, Yunibesithi e amogetse palogotlhe ya badiri ba le 305 ka 2016 (badiri ba bantšhwa ba ba thapilweng ba le 557 mme go ntshiwa ba ba lebogileng tiro ba le 252).

Go ne go na le matshwenyego ka 2016 malebana le go nna gona ga badiri ba boleng, selekano sa badiri le ditlamorago tse di bakwang ke seo mo setheong malebana le go tswelera setheo pele, tlamelolo ya ditirelo, go fitlhelela maitlhommo le diphatlhatiro tse di totlhweng tsa APP, maikutlo a badiri, go retelelwa ke go fitlhelela diphatlhatiro tse di totlhweng tsa diphetogo mmogo le go koafala ga maemo a Unisa le ditlamorago tsa seo. Go supilwe fa dingongorego tse di tsweleng pele ka ditsamaiso tse di tsayang sebaka tsa go thapa di na le lebaka, go latela go ikogela morago ga bangwe ba badiradikopo ba ba neng ba siame tota. Godimo ga moo, go sa dire sepe malebana le go tlatsa maemo a botsamaisi jwa khuduthamaga jo bo kailweng fa godimo le go leboga tiro ga Motlatsamogokgo: Ditirelo tsa Netealetso le Bogakolodi kwa bokhutlong jwa 2016, go tlaa tswelera go baka dikgwetlho tse dikgolo malebana le badiri ba namaosatshwere le ditlamorago tse di tlaa nnang gona mo setheong. Seemo seno se diragetse kwa legatong la mokaedikhuduthamagaga/dini, koo maemo a le mmalwa a namaosatshwere a neng a ntšhwafadiwa gangwe le gape ka ntlha ya go tlhokega ga badirakopo ba ba maleba gongwe ka ntlha ya ditsamaiso tse di tsayang sebaka se seleele tsa go thapa.

Mokgwa ono o beilwe mo maemong a a kwa godimo a matshosetsi mo setheong, "Bokgoni jwa Botlhokwa", ka maemo a matshosetsi a 10 (kwa godimo) ka 2016. Go



departments was completed and the University Employee Disability Forum (UEDF) was established. Awareness workshops focusing on transformation; EE; persons with disabilities; and diversity were hosted on a regular basis throughout the university and were aimed at ensuring a broad understanding of the transformation objectives as set out in the Staff Transformation Plan 2016–2020. These workshops formed part of Unisa's requirement to comply with and ensure an institution-wide understanding of EE transformation in the university.

The insourcing project was partially completed during 2016 with the incorporation of 263 staff members at University Estates and this had a significant impact on the EE profile of the department.

The staffing profile, as at the end of 2016, reflects some pleasing progress, although some challenges remain. Most noteworthy is the progress made in the academic staff cohort with increases in both the African female and African male demographic groups which now stand at of 17.2% (versus 15.3% in 2015) and 22.5% (versus 20.7% in 2015), respectively. Academic staff who are also foreign nationals constituted 9.9% of all academics at Unisa. Steady improvement at the senior lecturer and lecturer levels for these groups was also noted.

In the academic occupational cohort, some progress was evidenced in terms of representivity of professors and associate professors. African females had increased representation at 9.7% and African males at 16.3%. There was a marked decrease in the historically dominant white demographic group for the period.

In the administrative/support staff cohort, African females remained the highest represented group. However, at top management and senior management level, African females decreased during 2016 from 19% to 12.9%, while African males showed an increase from 24% to 29%. White males and females remain overrepresented at this level. Unisa did not manage to make progress with regard to persons with disabilities at Unisa and the national target of 2% was not achieved. The attraction of persons with disabilities to Unisa continues to remain a serious challenge.

Engaging communities

Unisa values its relationship with both its internal and external stakeholders and engages in many different ways with its various stakeholder groupings.

Community engagement (CE) is a scholarly endeavour at Unisa. Academics and students, together with participating communities, collaborate in a mutually beneficial exchange

nnile le tswelolepele malebana le go diragatsa dintlha tsa go baakanya, go akarediwa go tlhamiwa ga togamaano e e totileng ya go ngoka badiri le didiriswa tsa go ngoka le go tlhophya, ka Seetebosigo 2016; go lepalepanngwa ga bokgoni jo bo tlhela le go ya phenšeneng go go rulagantsweng, (thulaganyo ya tatelano); togamaano ya HRD; le patlisiso ya tiragatso ya tiro ka tsela e e sa tsepamang. Go ne gape ga tsepamisiwa maikutlo mo togamaanong ya go tshola badiri go totilwe badiri ba ICT. Go ne ga sekasekwa Lefapha la ICT mme ga dirwa tlhatlhobo ya tshelatsheko ka kakaretso ya tiro le bokgoni. Seno se akareditse boruni jwa bokgoni jwa ICT, go dirilwe gore go samagana le diphatlha tse di supilweng e nne setlapele le go tswela ka tharabololo ya dintlha tse di fetisitsweng go tswa kwa 2015. Go ne ga simololwa gape ka tepatepanyo ya dipopegotheo tsa setheo le togamaano ya 2016-2030 go sekaseka difala tsa bokgoni le tlhokego.

Dipopegotheo tsa tsamaiso le ditlamelo

Tsamaiso ya go rulaganya popegotheo e ntšhwa ya setheo e e tlaa gokaganyang tlamele ya togamaano e ntšhwa e simolotswe ka 2016. Porojeke eno e e bidiwang Porojeke ya Mvululudzo, e ne e patilwe ke go simololwa ga tshelatsheko ya kabelo ya ditlamelo le botsamaisi. Porojeke eno ke tiragatso ya tshelatsheko go dirisa ditlamelo tsa badiri ka tsela e e gaisang go fitlhelela maitlhamo le maikaelelo a a amanang le yunibesithi ya Aforika e e eteletseng pele ya dithuto tsa kwa kgakala le dithuto tsa elektoroniki. Maikaelelo a yona ke go dirisa bokgoni jwa rona ka botlalo go fitlhelela ponelolepele ya 2030. Le gale, maiteko a go lepalepanya go thapa badiri le popegotheo ya setheo le ponelolepele ya rona, a lebagane le dikgwetlho di le mmalwa ka 2016, bogolo segolo ka ntlha ya matshwenyego a gore seno ke sediriswa sa kagosešwa se se ka nnang matshosetsi mo ditirong tsa batho.

Tekatekano mo setheong

Jaaka mothapi, Unisa e tlhoka go obamela dintlha tsothe tsa botlhokwa tsa Molao wa go Thapa ka Tekatekano (EE), o o akaretsang patlomaikutlo ka kakaretso. Go fitlhelela seno, go tlhamilwe Foramo ya Setheo ya go Thapa ka Tekatekano (IEEF) ka 2016 mme ya dira ka botlalo le go obamela go ya ka dikarolo 16 le 17 tsa Molao wa EE. Komiti eno e tota fela diphetogo tsa EE kwa Unisa. Go anamisiwa ga dikomiti tsa EE kwa dikholetšheng tsothe le mafapha a tsamaiso/tshegetso go konoseditswe mme go ne ga tlhamiwa Foramo ya Yunibesithi ya Badiri ba ba nang le Bogole (UEDF). Go ne ga tshwarwa dikopano tsa thutano tsa temoso tse di totileng diphetogo, EE, batho ba ba nang le bogole le dipharologano gangwe le



of knowledge with the goal of social transformation and sustainable development. During 2016, further strides were taken in enabling community engagement to enhance teaching, learning and research and while concurrently pursuing the socio-economic development imperatives of South Africa and the African continent.

Unisa's community engagement projects are designed to respond to the development needs highlighted in the National Development Plan; the White Paper in Post-School Education and Training the Sustainable Development Goals; and the African Union's Agenda 2063. The biggest contribution was made in the area of improving education, training and innovation. The projects are extensive in influence, impact and range and, in the year under review, 169 transformative projects were implemented both across the country and abroad.

Stakeholder engagement was also informed by the university's Communication and Marketing Strategy – 2014 to 2016 and included a range of integrated communication and marketing activities.

During 2016, coinciding with the university entering a new phase (2016–2020) in its strategic planning cycle, Unisa embarked on a brand campaign, themed *Define Tomorrow*, to emphasise its unwavering commitment to defining the future and to echo its vision of "shaping futures in the service of humanity".

The *Define Tomorrow* campaign was rolled out in three distinct stages in order to create high awareness and appeal in various segments, to drive sustainability through the phased release of content, and to generate recognition of Unisa's positioning through strong storytelling. A public-facing campaign targeted potential and current students and instilled a sense of pride in all relevant stakeholders. Countering perceptions of Unisa as being *the university of last resort*, the campaign focused on the value of a Unisa degree and showcased Unisa graduates as a unique breed of doers, thinkers and pioneers. The points highlighted were that Unisa produced graduates for the 21st century who, in turn, were shaping South Africa's future in diverse ways and in various communities. Unisa and Unisa graduates were "defining tomorrow" in meaningful ways.

The television advertisement and the Gratitude Series, comprising online video clips profiling Unisa students, reached more than 70.2 million viewers and more than 48 000 consumers online. In addition, an advertising value equivalent (AVE) of R505 000 was generated through subsequent media exposure and the campaign attracted international coverage. The *Define Tomorrow* campaign was also instrumental in turning the conversation on social

gape go ralala yunibesithi mme maikaelelo e ne e le go netefatsa gore go tlhologangwa ka kakaretso maitlhommo a diphetogo jaaka a tlhagisitwe mo *Leanong la diphetogo la badiri la 2016–2020*. Dikopano tseno tsa thutano e nnile karolo ya tlhokego ya Unisa ya go obamela le go netefatsa gore setheo sotlhe se tlhologanya diphetogo tsa EE mo Yunibesithi.

Bontlhabongwe jwa porojeke ya go thapa badiri ba ba neng ba direla batlamedi ba ditirelo bo konoseditswe ka 2016 fa go tsenngwa badiri ba le 263 kwa University Estates; seno se nnile le ditlamorago tsa botlhokwa mo porofaeleng ya EE ya lefapha.

Porofaele ya badiri kwa bokhutlong jwa 2016 e bontsha tswelopele e e itumedisang, le fa go sa ntse go na le dikgwetlho. Sa botlhokwa tota ke tswelopele e e dirilweng ka setlhophha sa badiri ba lephata la dithuto e e oketsang ditlhophha tsa basadi ba MaAforika le banna ba MaAforika, tse ga jaana di emeng go 17.2% (go na le 15.3% ka 2015) le 22.5% (go na le 20.7% ka 2015) ka go latelana. Badiri ba tsa dithuto ba gape ba tswang kwa dinageng tse dingwe ba dirile 9.9% tsa badiri botlhe ba tsa dithuto kwa Unisa. Go itemogetswe le tokafalo mo magatong a batlhatlheledibagolwane le batlhatlhededi mo ditlhophheng tseno.

Mo setlhophheng sa dithuto, go nnile le tswelopele malebana le kemedi ya baporofesara le baporofesara ba tshegetso (associate professors). Basadi ba MaAforika ba ne ba okeditse kemedi ka 9.7% mme banna ba MaAforika ka 16.3%. Go nnile le phokotsego e e bonalang mo setlhophheng se se sa bolong go nna sentsi sa basweu mo pakeng eno.

Mo setlhophheng sa badiri ba tsamaiso/tshegetso, basadi ba MaAforika ba tswelitse go nna le kemedi e e kwa godimo. Le gale, kwa botsamaising bogolo le kwa legatong la botsamaisibogolwane, basadi ba MaAforika ba fokotsegile ka 2016 go tswa go 19% go ya go 12%, fa banna ba MaAforika ba oketsegile go tswa go 24% go ya go 29%. Banna le basadi ba basweu ba sa ntse ba na le kemedi e e kwa godimo mo legatong leno. Unisa ga e a kgona go nna le tswelopele malebana le batho ba ba nang le bogole kwa Unisa mme phitlhelelo ya bosetšhaba e e totilweng ya 2% ga e a fitlhelwa. Go ngokela batho ba ba nang le bogole mo Unisa e sa ntse e le kgwetlho e kgolo.

Go buisana le baagi

Unisa e tlotla botsalano jwa yona le baamegi ba ka fa gare le ba kwa ntle mme e buisana le ditlhophha tse di farologaneng tsa baamegi ka ditsela tse dintsi tse di farologaneng.



media platforms (mainly Facebook and Twitter) into a positive one during what was a disruptive period in the higher education environment.

To reinforce its commitment to social transformation and the role it plays as a thought leader and facilitator of open discourse, Unisa hosted several public lectures during the year. These included robust dialogues hosted in partnership with the *Sowetan* and *Mail & Guardian* newspapers, as well as the 17th annual Steve Biko Memorial Lecture which generated huge publicity and at which renowned American civil rights activist, Angela Davis, delivered the keynote address.

In support of its firm belief that transformation offers powerful mechanisms to “define tomorrow” and to give effect to Unisa’s vision to be *the African university shaping futures in the service of humanity*, the *Leading Change* campaign was launched in June 2016. The Change Management Unit, which was established in the Portfolio of the Principal and Vice-Chancellor in 2016, facilitated the rollout of the campaign. The campaign was aimed at advancing Unisa’s strategic transformation initiatives and engaged all stakeholder groupings.

The five pillars of the *Leading Change* campaign included the following:

- Asserting Africa-centred scholarship and curriculum transformation to achieve epistemic justice and provide relevant and contextual learning experiences and aligned research agendas and approaches to national and continental development needs
- Institutional culture change which aims to interrogate existing norms and practices to facilitate the adoption of new ways of thinking, working and being to achieve a transformed social, intellectual and service environment
- ICT processes and ODeL approaches to integrate systems to provide quality student services with the aim of enriching the experience of all users
- Changing the quality of leadership
- Advancing a discourse for change, which entails regular engagement and collective ownership of the transformation agenda at Unisa and includes open and frank discussion, consultation and ultimately, agreed-upon strategies

Quality education

Unisa aspires to meet the highest standards of quality assurance practice, which comply with national standards and criteria specified by the Council on Higher Education

Go buisana le baagi ke maikemisetso a thuto kwa Unisa. Barutegi le baithuti, mmogo le baagi ba ba nang le seabe, ba dirisana mmogo ka thefosanyo ya kitso e e ungwelang botlhe ka maitlhommo a go fitlhelela diphetogo tsa loago le tlhabololo e e nnelang leruri. Ka 2016, go ntile le tswelolepele e nngwe go kgontsha dipuisano le baagi go tokafatsa go ruta, go ithuta le dipatlisiso, go ntse go tswelediwa ditlhokego tsa tlhabololo ya ikonomiloago ya Aforikaborwa le kontinente ya Aforika.

Diporojeke tsa Unisa tsa puisano le baagi di rulaganyeditswe go tsibogela ditlhokego tsa tlhabololo tse di tlhagisitsweng mo *Leanong la Bosets'haba la Tlhabololo; Lekwalo la mabudusatsela la thuto le katiso ya morago ga sekolo; diphitlhelelo tsa tlhabololo e e nnelang leruri; le lenane la Mokgatlho wa Kitlano ya Aforika la 2063*. Tshwaelo e kgolo e dirilwe mo karolong ya go tokafatsa thuto, katiso le boithlamedi. Diporojeke di atologile tota mo ntlheng ya tshusumetso, ditlamorago le phitlhelelo mme, mo ngwageng o o sekasekwang, go diragaditswe diporojeke di le 169 tsa diphetogo, mo nageng le kwa moseja.

Go buisana le baamegi go ne go kaelwa gape ke *Togamaano ya tlhaeletsano le papatso ya Yunibesithi – 2014 go fitlha go 2016*, mme go akareditse ditiragalo tse di farologaneng tsa tlhaeletsano le papatso e e gokaganeng.

Ka nako e Yunibesithi e neng e tsema mo legatong le lentšhwa la sediko sa togamaano (2016-2020), e simolotse letsholo la letshwaokgwebo ka moonoo wa *Tlhalosa Isago* (Define Tomorrow) go gatelela maitlamo a yona a a tsepameng a go tlhalosa isago le go dira gore ponelopele ya yona ya go "bopa isago mo tirelong ya batho" e utlwale kgakala.

Letsholo la *Tlhalosa Isago* le anamisitswe ka magato a le mararo a a bonalang gore go nne le temoso e e kwa godimo mo maphateng a a farologaneng, go tswelotse go nnela leruri ka dikgololo tsa diteng ka magato le go tlhotlheletsa temogo ya seemo sa Unisa ka kanelo ya dikgang. Letsholo la baagi le ne le totile baithuti ba ba ka tlang le ba ga jaana mme la tsenya boipelo mo baameging botlhe ba ba maleba. Go lwantsha megopolo ya gore Unisa ke "yunibesithi e go itlhobogelwang kwa go yona", letsholo le ne le totile boleng jwa dikirii ya Unisa mme le bontsha dialogane tsa Unisa jaaka mophato o o kgethegileng wa badiri, baakanyi le baeteledipele. Dintlha tse di tlhagisitsweng kwa setlhoeng e ne e le gore Unisa e tlhagisa dialogane tsa ngwagakgolo wa 21 tse di bopang isago ya Aforikaborwa ka ditsela tse di farologaneng le mo merafeng e e farologaneng. Unisa le dialogane tsa Unisa ba bonwa ba "tlhalosa isago" ka ditsela tse di mosola.

Dipapatso tsa thelebišene le Metselsetsele ya Ditebogo

(CHE), while benchmarking itself against comparable institutions globally. In pursuit of this goal, Unisa has devised and implemented a review process based on the standard-setting approach within the quality assurance domain in higher education. Here, internal reviews are generally considered as a means to enhance the quality of the learning experience while also enhancing service delivery. The university therefore uses a holistic approach to quality with regard to its academic projects and pedagogy, as reflected in the table below:

Phases of quality assurance and management	Responsible entity
Programme accreditation	Academic Planner
Design and development of curriculum	Team approach: Primary lecturer, together with the DUTLD (Directorate of University Teaching Development)
Delivery of teaching and learning	ODEL model with lectures and other ODeL practitioners
Review of the programmes and modules	Department Planning and Quality Assurance (DPQA) and the Bureau of Market Research (BMR)
Improvement plans	All Portfolios
Implementation and monitoring of improvement plans	College Committees, Senate Teaching, Learning, Community Engagement and Student Support (STLCEC) and Professional and Administrative Support Quality Assurance Committee (PAQAC)
Continuous improvement	All Portfolio managers

Unisa has an ongoing, cyclical programme of recirculation (7 years) which has been accelerated in line with the national and strategic focus on decoloniality, Africanisation, market needs and – pertinently – our ODeL delivery model. Furthermore, the university continues to be engaged in the stringent review of product quality management (PQM) in line with national and institutional needs and relevance and significant progress was made to this end.

Forty-two academic departmental review panel reports (reflecting the 173 modules under review in 2016) and 29 support departmental reports were prepared in 2016. All colleges and portfolios were requested to engage with the review outcomes and prepare improvement plans. Portfolio leadership and academic leadership are required to give effect to improvement initiatives and to monitor their implementation.

(Gratitude Series), e e neng e dirwa ka manathwana a dibidiso tsa mo inthaneteng tse di tlhagisang baithuti ba Unisa di fitlheletse babogedi ba feta dimilione di le 70.2 le badirisi ba feta 48 000 mo inthaneteng. Go tlaletsa foo, go bonwe boleng jwa tekanyetso ya papatso (AVE) jwa R505 000 ka tlhagelelo e e latetseng morago ga moo mo bobegakgannyeng mme letsholo le ne la ngoka le bobegakgang jwa boditshabatshaba. Le amogetse boleng jwa tlaletso jwa R2 413 685 jwa ditshenyegelo tsa TV. Letsholo la *Tlhalosa Isago* le nnile mosola mo go oketseng dipuisano tse di mosola mo bobegakgannyeng jwa loago (bogolo segolo Facebook le Twitter) ka paka e e neng e tletse kgoreletso thata mo tikologong ya thuto e kgolwane.

Go tiisa maitlamo a diphetogo tsa loago le seabe sa yona jaaka moeteledipele wa dikakanyo le mogokaganyi wa dipuisano tsa botlhe, Unisa e amogetse dithuto di le mmalwa tsa botlhe mo tsamaong ya ngwaga. Tsone di akareditse dikganetsano tse di tseneletseng tse di neng di amogetswe ka tirisano mmogo le dikuranta tsa *Sowetan le Mail & Guardian*, gammogo le Thuto ya ngwaga le ngwaga ya bo17 ya Segopotso sa ga Steve Biko, e e phasaladitsweng thata e molweladitshwanelo tsa baagi, Angela Davis a neng a neela ka puo ya letsatsi kwa go yona.

Go tsehegetsa tumelo ya yona ya gore diphetogo di tlamela ka ditsela tse di maatla tsa "go tlhalosa isago" le go tiisa ponelopele ya Unisa ya go nna yunibesithi ya Aforika e e bopang isago mo ditirelong tsa batho, go ne ga tlhomiwa letsholo la *Re etelela pele Diphetogo* ka Seetebosigo 2016. Yuniti ya Botsamaisi jwa Diphetogo, e e tlhamilweng ke Potefolio ya Mogokgo le Motlatsamotshanselara ka 2016, bo gokagantse go anamisiwa ga letsholo. Maikaelelo a letsholo e ne e le go tseweletsa maiteko a togamaano ya diphetogo a Unisa mme a ne a akareditse dithlopha tsa baamegi botlhe.

Dipilara tse tlhano tsa letsholo la *Re etelela pele Diphetogo* le akareditse tse di latelang:

- go tlhomamisa dithuto tse di totileng Aforika le diphetogo tsa kharikhulamo go fitlhelela bosiamisi jwa kitso le go tlamela ka maitemogelo a a maleba le a a bokao a go ithuta le ditsela le mananeo a dipatlisiso a a lepalepantsweng le ditlhokego tsa tlhabololo tsa bosetshaba le tsa kontinente
- phetogo ya setso sa setheo, e maikaelelo a yona e leng go samagana le ditlwalelo tse di gona le go gokaganya go amogelwa ga ditsela tse dintshwa tsa go akanya, go dira le go kgona go fitlhelela seemo se se fetogileng sa loago, botlhale le ditirelo
- ditsamaiso tsa ICT le ditsela tsa ODeL go gokaganya



In addition to the above, 29 programmes were reviewed by external panels of peers. This process involved the preparation of the Self-Evaluation Reports (SERs), a site visit where the panel had an opportunity to interview the different stakeholders and role players, a final review panel report and an improvement plan based on the agreed recommendations. The programme reviews also provided a unique opportunity to evaluate the delivery of practicals on the Science Campus. The external review of the Teaching Practice Office (TPO) in the College of Education (CEDU) was also successfully concluded in 2016.

Annually, the DPOA promotes quality through dedicated QA awareness and evaluators' training sessions. Two evaluator-training sessions were conducted during 2016 (one session on the Muckleneuk campus and one on the Science campus). In addition, two seminars were held to promote quality at Unisa.

Following the CHE's approval of the College of Human Sciences' (CHS) improvement plan for, and subsequent progress report on, the Bachelor of Social Work (BSW) degree, the BSW was accredited, without conditions, signifying that the efforts embarked upon to attend to the shortcomings had been comprehensively addressed. A new fully accredited programme will be offered in 2018.

The site visit for the National Review of the LLB was concluded in September 2016. Unisa was issued with a notice for withdrawal, indicating that significant shortcomings in the programme needed to be addressed. Exhaustive measures are being put in place to ensure that the university will be able to present a detailed improvement plan, including actions addressing the shortcomings identified by the CHE, all within the six-month period granted.

Institutional information

Formal institutional information and data from Unisa are provided to DHET at regular intervals and in the prescribed format. The Directorate Information and Analysis (DIA), is responsible for providing relevant and reliable institutional information and analysis in support of strategic and operational management and in fulfilment of the university's statutory reporting requirements.

The DIA is situated in the portfolio of the Vice-Principal: Institutional Development and Transformation. The main focus of the portfolio is to develop, drive, communicate, market and monitor the integrated (core business and transformation) strategies of the university. The Department: Corporate Communication and Marketing (CCM) has been placed in the portfolio to further strengthen the institution through a focused communication and

ditsamaiso go tlamela ka ditirelo tsa boleng tsa baithuti ka maikaelelo a go humisa maitemogelo a badirisi botlhe go fetola boleng jwa boeteledipele

- go tseletsatsa dipuisano tsa diphetogo, tse di akaretsang dipuisano tsa gangwe le gape le go tshwaraganela lenaneo la diphetogo kwa Unisa mme di akaretsa puisano e e seng bofitlha mme e le ya puo phaa, patlomaikutlo mme kwa bokhutlong, togamaano e go dumelanweng ka yona.

Thuto ya boleng

Unisa e eletsatsa go fitlhelela seemo se se kwa godimo sa tiragatso ya netefaletso ya boleng, se se obamelang dipeelo le ditlhokego tsa bosetšhaba tse di beilweng ke Lekgotla la Thuto e Kgolwane (CHE), e ntse e itekanyetsa le ditheo tse di tshwanang le yona lefatshe ka bophara. Go latela maikemisetso ano, Unisa e thamile le go diragatsa tsamaiso ya tshekatsheko e e theilweng mo tseleng ya go tlhoma seemo mo lephateng la netefaletso ya boleng mo thutong e kgolwane. Fano, ditshekatsheko tsa ka fa gare ka kakaretso di tsewa e le ditsela tsa go tokafatsa boleng jwa maitemogelo a thuto mme di ntse di tokafatsa tlamelo ya ditirelo. Ka jalo, Yunibesithi e dirisa tsela e e akaretsang ya boleng malebana le diporojeke tsa jona tsa thuto le go ruta, jaaka go tlhagisitswe mo lenaneng le le fa tlase.

Magato a netefaletso le botsaimisi jwa boleng	Setheo se se rweleng maikarabelo
Go tlhomamisiwa ga lenaneo	Morulaganyi wa Thuto
Thulaganyo le go kwalwa ga kharikhulamo	Tsela ya go dira ka setlhopha: Motlhatlheledi wa ntsha, mmogo le DUTLD (Lephata la Bokaedi jwa Thuto ya Yunibesithi le Tlhabololo ya go lthuta)
Tlamelo ya go ruta le go ithuta	Sekao sa ODeL le batlhatlheledi le badiragatsi ba bangwe ba ODeL
Tshekatsheko ya mananeo le dimojule	Lefapha la Dithulaganyo le Netefaletso ya Boleng (DPOA) le Biro ya Dipatlisiso tsa Mebaraka (BMR)
Maano a tokafatso	Dipotefolio tsothe
Go diragadiwa le go ela tlhoko maano a tokafatso	Dikomiti tsa Kholetšhe, STLCEC (Go ruta ga Senate, Go ithuta, Puisano le Baagi le Tshegetso ya Baithuti) Komiti ya Netefaletso ya Boleng ya Baporofesenele le Tshegetso ya Tsamaiso (PAQAC)
Tokafatso e e tsweleng pele	Batsamaisi ba dipotefolio tsothe

Unisa e na le lenaneo le le tsweleng pele le le



marketing approach. Likewise, the responsibility for Diversity Management, Equity and Transformation and the Unisa Foundation has also been placed in the portfolio so as to enhance integrated planning and strategy formulation and to ensure synergy, and with a tighter brief to drive transformation and institutional culture change agendas and to ensure the alignment of the funding initiatives of the Unisa Foundation with the strategies and objectives of Unisa, respectively.

The DIA comprises two divisions, namely: Organisational Intelligence & Analytic Systems and Analytic Information & Reporting. Information and analysis can be accessed from a designated Portal which provides a single point of access to comprehensive and detailed institution-wide information and analysis. In this regard, training and orientation sessions on the use of the Portal are available through DIA. The DIA website also provides downloadable reports, analyses and presentations produced by DIA and staff may send formal requests to DIA which will gather relevant data and provide the information that is required.

DIA is providing an increasingly valuable service to the institution in terms of institutional analytics, monitoring and evaluation and this is facilitating a more nuanced approach to institutional strategy, planning and sustainability.

Students – our priority

Student Affairs remain at the forefront of our institutional operation and this focus was magnified significantly in 2016, with the added dimension of *#FeesMustFall* and *insourcing*, both of which involved strong student engagement and activity. Nevertheless, in 2016, the department continued to provide services through its various units and divisions, namely, the Advocacy and Resources Centre for Students with Disabilities (ARCSWID), the Information Services Division (ISD), the Department of Student Development (DSD), and the Student Relationship Management (SRM) project.

2016 saw a significant amount of benchmarking of **Advocacy and Resources Centre for Students with Disabilities** (ARCSWID) services against services offered by other institutions. This benchmarking included visits to Brunel University; attendance of the International Conference on English Braille (ICEB) General Assembly in Baltimore, Maryland USA; attendance of the National Association of Student Development Practitioners (NASDEV) Conference and the Further Education Disability Services Association (HEDSA) Symposium. 2016 also marked the launch of and training on Multipurpose Computer Laboratories in the KwaZulu-Natal Region as well as in Polokwane, at the Rustenburg Regional Office,

ipoeletsang la go fetola kharikhulamo (dingwaga tse 7), le le itlhaganedisitsweng go lepalepana le diphithlelelo tsa bosetšhaba le tsa togamaano tse di totileng ditlhokego tsa mebaraka tsa go fetogela mekgwa ya bokoloniale (decoloniality), go fetogela kwa SeAforikeng – mme sa bothokwa - sekae sa rona sa go diragatsa ODeL. Mo godimo ga moo, Yunibesithi e tswela go dira tshakatsheko e e tseneletseng ya botsamaisi jwa boleng jwa ditlhagiswa (PQM) go lepalepana le ditlhokego tsa bosetšhaba le setheo le go nna maleba, mme go na le tswelolepele e e bonalang mo ntlheng eno.

Go baakantswe dipegelo tsa diphanele tsa tshakatsheko ya mafapha a thuto (tse di supang dimojule di le 173 tse di sekasekilweng ka 2016) di le 42 le tsa mafapha a tshagetso di le 29 ka 2016. Dikholetšhe tsotlhe le dipotefolio di kopilwe go sekaseka dipolelo tsa tshakatsheko le go rulaganya maano a tokafatso. Go tlhokega boeteledipele jwa potefolio le boeteledipele jwa dithuto gore go diragadiwe maiteko a tokafatso le go ela tlhoko go tsenngwa tirisong ga ona.

Go tlaletsa mo go tse di fa godimo, go sekasekilwe mananeo a le 29 ke diphanele tsa kwa ntle tsa balekane ba rona. Tsamaiso e akareditse go baakannngwa ga dipegelo tsa itshekatsheko (SERs), ketelo ya setsha moo phanele e nnileng le tšhono ya go botsolotsa baamegi le bannileseabe ba ba farologaneng, pegelo ya makgaolakgang ya phanele ya tshakatsheko le leano la tokafatso le le theilweng ka dikatlenegiso tse go dumelanweng ka tsona. Gape tshakatsheko ya mananeo e tlametse ka tšhono e e kgethegileng ya go lekanyetsa go tlamelwa ka maitemogelo a tiro kwa Khamphaseng ya Saense. Tshakatsheko ya kwa ntle ya Kantoru ya Tiro ya Go Ruta (TPO) mo Kholetšheng ya Thuto (CEDU) e konoseditswe ka katlego ka 2016.

Ngwaga le ngwaga, PDQA e tswelletsa boleng ka dikopano tse di beilweng tsa temoso ya QA (netefaletso ya boleng) le dikatiso tsa batlathlobi. Go nnile le dikatiso tse pedi tsa batlathlobi ka 2016 (katiso e le nngwe kwa Khamphaseng ya Muckleneuk mme e nngwe kwa Khamphaseng ya Saense). Go tlaletsa moo, go nnile le diseminaru tse pedi go tswelletsa boleng mo Unisa.

Go latela go amogelwa ga leano la tokafatso la Kholetšhe ya Disaense tsa Batho (CHS) ke CHE, le pegelo e e latetseng ya tswelolepele ya dikirii ya Bachelor of Social Work (BSW), BSW e ne ya tlhomamisiwa, kwa ntle ga dipeelo, mme seno se supa gore maiteko a a tserweng a go samagana le le makoa a diragaditswe sentle. Go tlaa rebolwa lenaneo le lentšhwa le le tlhomamisisweng ka botlalo ka 2018.

Ketelo ya setsha ya Tshakatsheko ya Bosetšhaba ya LLB



the Bloemfontein Regional Office, in the Eastern Cape and in Port Elizabeth. A number of sign language training workshops were also held at the Nelspruit, Johannesburg and Parow offices. In addition, a workshop was conducted for all representatives dealing with ARCSWiD-related matters in the Regions.

ARCSWiD was productively engaged in a number of community engagement and outreach programmes, including the donation of 30 wheelchairs to the needy in partnership with Quad Para Gauteng North; the Heritage and Disability Indaba; hosting of the South African Braille Authority (SABA) General Assembly under the banner of ARCSWiD; the Commemoration of Nelson Mandela Day; and participation in the Careers Fair exhibitions in Pretoria, Nelspruit Durban, Polokwane, Mthatha, and Rustenburg.

The current approved ARCSWiD structure does not enable appropriate support to the Deputy Director: ARCSWiD, and a lack of ARCSWiD regional representatives is hampering both efforts to support students living with disabilities and the managing the Multipurpose Computer Laboratories in some Regions. However, in acknowledging these challenges, Unisa remains proud of its disability commitments and the successes and recognition that we are currently enjoying in the higher education sector.

A number of significant milestones were achieved with the **Student Relationship Management** project and a number of departments in the colleges continue to be migrated to the SRM solution. While some challenges continue to hamper the successful rollout of the SRM, these have been identified and prioritised for action on the basis of an implementation plan.

Student Development Highlights in 2016 include a region-wide student health and wellness programme for students. The programme encompassed sports and networks-against-drugs campaigns, as well as a number of aligned health and wellness programmes and benchmarking initiatives; financial literacy workshops; HIV counselling and testing campaigns; student dialogues on gender and sexual diversity; examination preparation workshops; and community outreach programmes.

Student health and wellness remains a growing need and offers scope for an array of productive collaborations.

In 2016, **Student Governance** activities included conference attendance, Council meetings, the SRC Policy Review Workshop; mass meetings with students – including at the regional offices; NSRC meeting with the Department of Higher Education and Training (DHET); elections presentations by service providers for Unisa SRC elections; processing of SRC elections proposals; voter

e konoseditswe ka Lwetse 2016. Unisa e ne e neetswe kitsiso ya kgogelomorago, e leng sesupo sa gore go na le makoa a a bonalang mo lenaneong a a tshwanetseng go baakannwa. Go diragadiwa dikgato tse di tseneletseng go netefatsa gore Yunibesithi e tlaa kgona go tthagisa leano le le nang le dintlha ka botlalo la tokafatso, go akarediwa dikgato tsa go samagana le makoa a a supilweng ke CHE, mo pakeng ya dikgwedi tse thataro tse di beilweng.

Tshedimosetso ya setheo

DHET e amogela tshedimosetso e e rulagantsweng ya setheo go tswa mo Unisa gangwe le gape ka mokgwa o o rebotsweng. Lefapha **la Bokaedi: Tshekatsheko ya Tshedimosetso (DIA)** le rwele maikarabelo a go tlamela ka tshedimosetso e e maleba le e e ikanyegang le tshekatsheko go tshegetsa botsamaisi jwa togamaano le tiragatso le go fitlhelela ditlhokego tsa semolao tsa Yunibesithi tsa go dira dipegelo.

DIA e mo potefoliong ya Motlatsamogokgo: Tlhabolola ya Setheo le Diphetogo. Maitlhomomagolo a potefolio ke go tlhabolola, go tsamaisa, go tllhaeletsana, go bapatsa le go ela tlhoko ditogamaano tse di gokaganeng (kgwebo ya botlhokwa le diphetogo) tsa Yunibesithi. Lefapha la: Tllhaeletsano ya Setheo le Papatso (CCM) le beilwe mo potefoliong go maatlafatsa setheo gape ka tsela e e totileng ya tllhaeletsano le papatso. Fela jalo, Botsamaisi jwa Dipharologano, Tekatekano le Diphetogo le setheo sa Unisa Foundation di beilwe mo potefoliong go tokafatsa dithulaganyo tsa maano tse di gokaganeng le go tlhamiwa ga ditogamaano le go netefatsa tisanommogo. Gape go na le taelo e e gagametseng ya go tsamaisa diphetogo le mananeo a setheo a go fetola setso mmogo le go netefatsa gore maiteko a go tlamela ka matlole a Unisa Foundation a lepalepana le ditogamaano le maitlhomomo a Unisa.

DIA e na le dikarolo tse pedi, e leng Matlhale a Setlammo & Dithulaganyo tsa Tshekatsheko (Organisational Intelligence & Analytical Systems) le Tshedimosetso ya Tshekatsheko & Dipegelo. Tshedimosetso le tshekatsheko di ka fitlhelwa go tswa mo phothaleng e e rileng, e e tllamelang ka ntlha e le nngwe ya phitlhelelo ya tshedimosetso le tshekatsheko e e akaretsang le e e nang le dintlha ya setheo sotlhe. Mo ntlheng eno, dikatiso le dikaelo tsa tiriso ya phothale di ka fitlhelwa ka DIA. Gape setsha sa webe sa DIA se tllamela ka dipegelo tse di ka laisololwang, ditshekatsheko le ditlhogiso tse di tllhagisitsweng ke DIA mme badiri ba ka romela dikopo tse di fomale kwa DIA e e tllaa kokoanyang tshedimosetso e e maleba mme e tllamele ka tshedimosetso e e tllhokegang.

DIA e tllamela setheo ka tirelo e e tswelolang go nna



education sessions for all the regional offices; SRC Regional Elections Manifesto launches; installation of SRC elections kiosks; visits to SRC elections voting stations; regional SRC inaugurations; national SRC Congress; 2017 study fees consultative meetings of the NSRC, Unisa Finance Department, the Office of the Deputy Registrar and the Office of the Vice-Chancellor and Principal. The Manager: Student Governance, Training and Development (specialist) developed a comprehensive Training Programme for new SRCs as well as Student Parliament office bearers. The Training Programme comprised induction, capacity building and strategic planning.

2016 has been characterised by unique challenges in student governance. There was no smooth transition from outgoing student leadership to incoming student leadership – and this transition took place in a highly volatile student leadership environment. Inevitably, this led to contestations and delays which were resolved only towards the end of 2016. SRC policies were identified as an area of contestation and these will need to be addressed in order to resolve perceived gaps and shortcomings.

Student matters at Unisa remain at the forefront. Robust and open channels of communication have ensured much-needed stability in what has been a highly volatile and disrupted year.

Prof MS Makhanya
Principal and Vice-Chancellor

botlhokwa fa go lebeletswe ditshekatsheko tsa setheo, go ela tlhoko le go sekaseka, mme seno se gokaganya tselo e e bonojana ya togamaano ya setheo, dithulaganyo le go nnela leruri.

Baithuti – ditlapele tsa rona

Merero ya baithuti e sa ntse e le kwa pele mo tirong ya setheo sa rona mme seno se bonagetse sentle ka 2016, ka ntlha ya tlaleletso ya letsholo la #FeesMustFall le la go thapiwa ga badiri ba ba ntseng ba direla ditlamo tsa ditirelo, a mmogo a neng a akaretsa dipuisano le seabe se segolo sa baithuti. Le fa go le jalo, ka 2016, lefapha la Dini ya Baithuti le tswetsetse go tlamela ka ditirelo kwa Tikwatikweng ya Tshegetso le Ditlamelo ya Baithuti ba ba nang le Bogole (ARCSWiD), Karolo ya Tirelo ya Tshedimosetso (ISD) le Lefapha la tlhabololo ya Baithuti (DSD), gammogo le porojeke ya Botsamaisi jwa Botsalano jwa Baithuti (SRM).

Ka 2016 go nnile le seelo se se bonalang sa go tshwantshanya ditirelo tse di tlamelwang ke Tikwatikwe ya Tshegetso le Ditlamelo ya Baithuti ba ba nang le Bogole (AECSiD) le ditirelo tse di tlamelwang ke ditheo tse dingwe. Tshwantshanyo eno ya ditirelo e akareditse go etela Yunibesithi ya Brunel; go tsenela Kokoanokakaretso ya Khonferense ya Bodišhabatšhaba ya English Braille (ICEB) kwa Baltimore, Maryland, Amerika; go tsenela Khonferense ya Mokgatlho wa Bosetšhaba wa Badiri ba Tlhabololo ya Baithuti (NASDEV); le Simphosiamo sa Mokgatlho wa Ditirelo tsa Thuto e Kgolwane le e e Tsweleng pele ya Ba Ba Nang le Bogole (HEDSA). Gape 2016 e tshwaile go tlhomiwa ga , le katiso e e ka ga dilaboratori tsa dikhomphiutara tsa mesolamentsi kwa kgaolong ya KwaZulu-Natal; Polokwane le kwa Kantorokgaolong ya Rustenburg; le kwa Kapabotlhapa, Port Elizabeth. Go ne ga tshwarwa dikopanothutano di le mmalwa tsa katiso ya puo ya matshwao/diatla kwa dikantorong tsa Nelspruit, Johannesburg le Parrow. Go tlaleletsa foo, go ne ga nna le kopanothutano ya baemedi botlhe ba ba dirang ka merero e e amanang le ARCWiD kwa dikgaolong.

ARCWiD e nnile le dikgolaganano tse di mosola mo dikgolaganong di le mmalwa tsa baagi le mananeo a go fitlhelela baagi, go akarediwa go abela batlhoki ditloteti tse 30 ka tirisano mmogo le Auad Para Gauteng North; Indaba ya Ngwaoboswa le Bogole; go amogelwa ga Kokoanokakaretso ya Bothati jwa Braille jwa Aforikaborwa (SABA) – ka fa tlase ga letshwao la ARCSWiD; segopotso sa Letsatsi la Nelson Mandela; le go nna le seabe kwa dipontshong tsa Ditiro kwa Pretoria, Nelspruit, Durban, Polokwane, Mthatha le Rustenburg.



Popegotheo ya ga jaana e e amogetsweng ya ARCSWiD ga e gokaganye tshegetso e e lekaneng go Motlatsa Mokaedi: ARCSWiD mme go tlhabela ga baemedi ba dikgaolo ba ARCSWiD go kgoreletsa maiteko a go tshegetsa baithuti ba ba tshelang ka bogole le go tsamaisa dilaboratori tsa dikhompiutara tsa mesolamentsi kwa dikgaolong dingwe. Le gale, le fa e amogela gore go na le dikgwetlho tseno, Unisa e ntse e le motlotlo ka maitlamo a yona a tse di ka ga bogole gammogo le dikatlego le temogo e re e itumelelang ga jaana mo lephateng la thuto e kgolwane.

Go fitlheletse diphithlelelo di le mmalwa tsa botlhokwa mo porojekeng ya Botsamaisi jwa Botsalano jwa Baithuti mme mafapha a le mmalwa le dikholetšhe di tswetse go fudusediwa kwa tharabololong ya SRM. Le fa dikgwetlho dingwe di tswetse go kgoreletsa go anamisiwa ga SRM ka katlego, di setse di supilwe mme di dirilwe ditlapele tse di tshwanetseng go tselwa dikgato go ya ka leano la go tsenya tirisong.

Dintlhakgolo tsa Tlhabololo ya baithuti ka 2016 di akaretsa lenaneo la pholo le itekanelo ya baithuti go ralala dikgaolo tsotlhe. Lenaneo le akareditse metshameko le matsholo-a-dikgokagano-kgatlhanong-le-diritibatsi, gammogo le mananeo a le mmalwa a a ikaegileng ka pholo le itekanelo le maiteko a go tshwantshanya; dikopanothutano tsa kitso ya tsa ditšhelete; matsholo a tshegetso maikutlo le diteko tsa HIV; dipuisano tsa baithuti mo mererong ya bong le dipharologano mo go tsa thobalano; dikopanothutano tsa go ipaakanyetsa ditlathlho; le mananeo a go fitlhelela baagi.

Pholo le itekanelo ya baithuti di sala go nna tlhokego e e golang mme di naya tšhono ya ditirisanommogo tse di farologaneng tse di mosola.

Ka 2016, ditiragalo tsa bolaodi tsa baithuti di akareditse go tsenela dikhonferense; dikopano tsa Lekgotla; Dikopanothutano tsa Tshekatsheko ya Pholisi ya SRC; dikopano tsa mogoso le baithuti – go akarediwa dikantoro tsa dikgaolo; kopano ya NSRC le Lefapha la Thuto e Kgolwane le Katiso (DHET); ditlhagiso tsa ditlhopho ke batlamedi ba ditirelo tsa ditlhopho tsa SRC ya Unisa; go diragatsa ditshitshinyo tsa ditlhopho tsa SRC; dithuto tsa batlhophi kwa dikantorong tsotlhe tsa dikgaolo; go tlhomiwa ga manifesto wa ditlhopho wa SRC kwa dikgaolong; go tlhomiwa ga dikhutlwana tsa ditlhopho tsa SRC; ketelo ya diteišene tsa ditlhopho tsa SRC; go tlhomiwa ga SRC kwa dikgaolong; Khonkerese ya bosetšhaba ya SRC; le dikopano tsa patlomaikutlo tsa dituelo tsa thuto tsa 2017 tse di akareditseng NSRC, Lefapha la Ditšhelete la Unisa, Kantoro ya Motlatsamorejisetara le Kantoro ya Motlatsamotšhanselara le Mogoko. Go feta moo, Motsamaisi: Bolaodi jwa Baithuti, Katiso le Tlhabololo (moitseanape) o tlhamile lenaneo la katiso le le akaretsang

la SRC e ntšhwa le batlhankedi ba ba mo kantorong ya palamente ya baithuti, mme le akaretsa kitsisotiro, go aga bokgoni mmogo le togamaano.

2016 e ne e aparetswe ke dikgwetlho tse di kgethegileng mo bolaoding jwa baithuti. Kgabaganyo go tswa mo boeteledipeleng jwa baithuti jo bo tswang go ya kwa go jo bontšhwa e ne e le makgwakgwanyana mme e diragetse mo seemong se se sa iketlang sa boeteledipele jwa baithuti. Fela jaaka go ne go lebeletse, seno se lebisitse kwa dingongoregong le tiego, tse di rarabolotsweng fela go ya kwa bokhutlong jwa 2016. Dipholisi tsa SRC di supilwe jaaka ntlha e e ngongoregelwang mme go tshwanetse ga samaganwa natso gore go rarabololwe makoa a go tweng a gona.

Merero ya baithuti e sa ntse e le kwa pele mo ditiragatsong tsa Unisa mme dipuisano tse di maatla mme di se bofitlha di netefaditse gore go nna le le tsepamo e e neng e tlhokega mo ngwageng o o neng o sa iketla e bile o tletse dikgoreletsi.

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Moporofesara MS Makhaya
Mogokgo le Motlatsamotšhanselara



SENATE REPORT



Composition of the Senate

Senate is constituted in terms of paragraph 22 of the Institutional Statute (2012) and consists of the following members:

- Principal and Vice-Chancellor, who is the Chairperson of the Senate
- Vice-Principals
- Registrar, who serves as the Secretary of the Senate
- Deputy Registrar, who acts as the Secretary in the absence of the Registrar
- Executive Deans of the colleges
- Deputy Executive Deans of the colleges
- The following directors:
 - Directors of schools and other Directors in the colleges
 - Director of the Directorate: University Teaching and Learning Development
 - Academic Director: Graduate School of Business Leadership
 - Director: Short Learning Programmes
- Chairpersons of academic departments
- Heads of institutes, bureaus and centres that are formally constituted
- Executive Directors
- Dean of Students
- One full professor from each department of a college and the Graduate School of Business Leadership (or where there is no full professor, an associate professor) elected by the permanent academic employees of the relevant section
- A permanent academic employee, who is not a full professor, from each college and the Graduate School of Business Leadership, elected from among the ranks of the permanent academic employees in the college or Graduate School of Business Leadership
- One permanent employee (other than an academic employee) from each college elected by employees of the college who are not academic employees
- Two members of Council, who are neither employees nor students of the university
- Two students elected by the National Students Representative Council
- Not more than five additional persons designated by the Senate for the special contribution that they will be able to make to the role that the Senate plays at the university

There were no changes to the composition of membership of Senate in 2016.

Academic structures

The Graduate School of Business Leadership was granted college status.

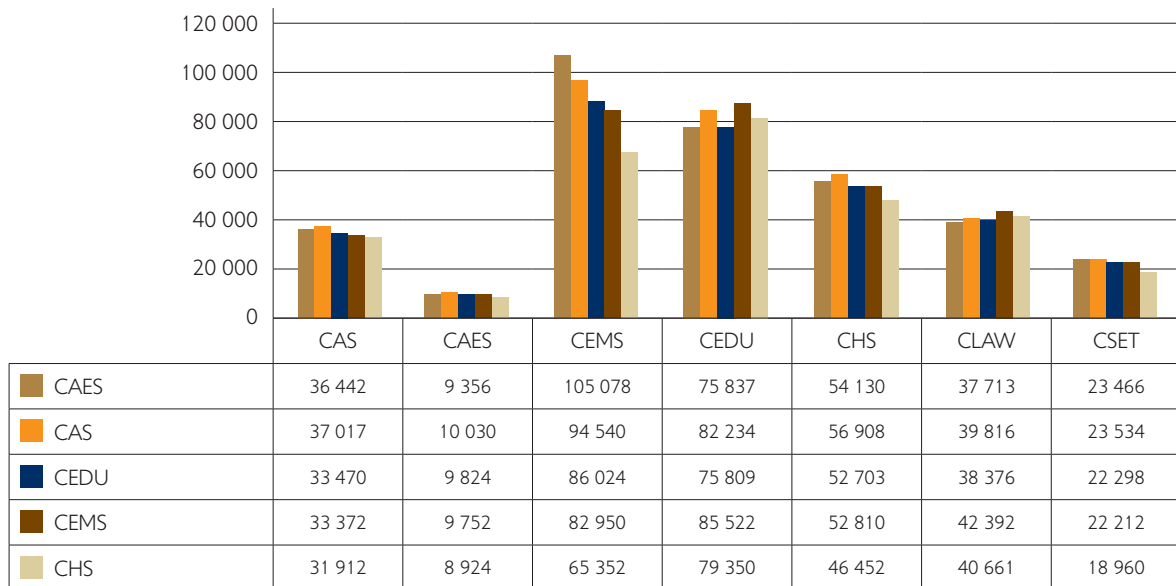
Composition and size of student body

Enrolment planning and management

The process of implementing the enrolment plan for 2014-2019, which was approved by Council in 2013, proceeded in 2016. During 2015 a critical focus was to ensure that enrolment targets were set for each qualification in terms of the approved plan. The targets were set in consultation with the colleges and required close scrutiny of historical data to ensure that the targets were realistic. During 2015 the enrolment targets were reviewed and amended based on the enrolment patterns of 2014. However, due to challenges mainly in the implementation of the new system, the targets were not achieved. The figure below reflects the impact of the challenges, which have since been addressed.



Figure 1: Total registrations per college per year 2012 to 2016



Progression rules

Academic progression rules were applied at the beginning of 2014 to students who registered for the first time in 2013. The implementation of progression rules continued in 2016 and students are now aware that they need to progress steadily with their studies to remain eligible for re-registration.

Teaching and learning

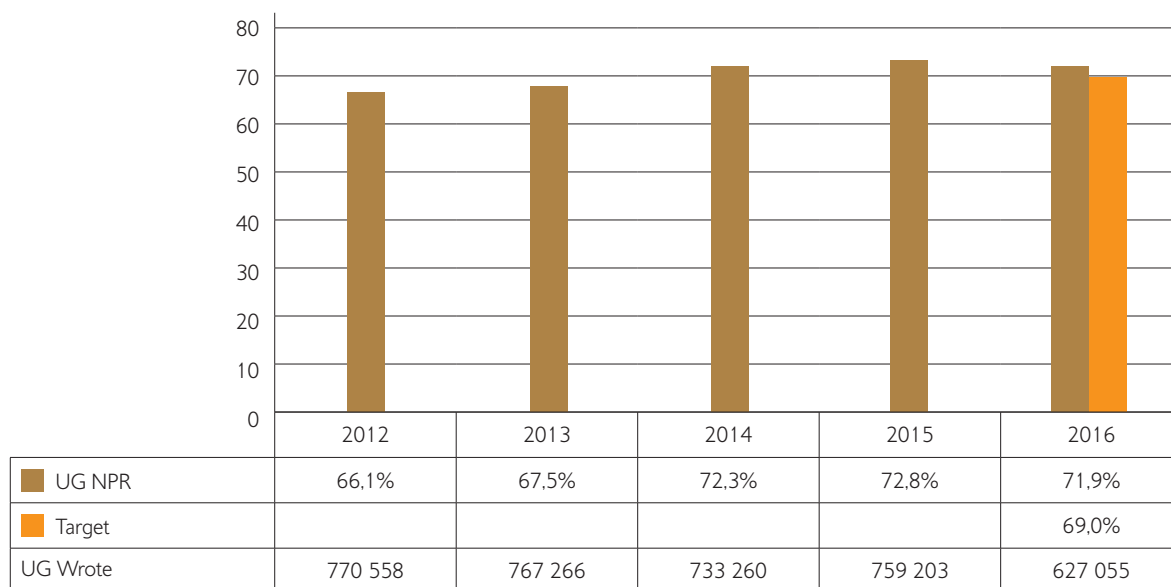
Performance against targets

Improved aggregated examination pass rate at undergraduate level

Based on the provisional data, a proxy graduation rate of 10.52% has been achieved, which is slightly higher than the anticipated 10%. This number could change upwards, because the number of graduates reported by the second HEMIS submission date could rise from 31 943. Furthermore, according to the provisional data, the degree success rate has been achieved. Currently, the examination sitting rate is at 70.5% from 69% in 2016.

The retention unit that was established in 2016 will contribute significantly towards improved student support. In addition, the appointment of e-tutors at NQF levels 5 and 6 is showing positive results.

Figure 2: Undergraduate normal pass rates: 2012–2016



Streamlining the Programme Qualification Mix (PQM)

All colleges continue to review their qualifications using results of a viability instrument developed during 2015. The table below captures the progress in terms of (non-) aligned qualifications.

Table 1: Review of qualifications

TOTAL 2016–2024				
	QUALIFICATIONS	HEQSF ALIGNED	TEACH OUT 2016	TEACH OUT 2017–2024
CEMS	149	67	35	38
CEDU	31	19	4	7
CHS	229	139	59	25
CLAW	57	38	5	9
CSET	80	39	18	1
CAS	30	21	8	6
CAES	67	31	22	10
TOTAL	643	354	151	96

Teaching and learning developments

Progress on implementation of ODeL

In 2016 Unisa continued to be involved in a number of initiatives targeted at ensuring progress towards implementation of the university’s ODeL business model,

especially in teaching and learning. Each college had its ODeL plans approved at Senate.

Furthermore, the university’s capabilities to perform live broadcasts were strengthened with quite a few modules at honours level being broadcast over several digital media.



Curriculum transformation initiatives

The colleges presented their curriculum transformation initiatives at the university's Senate Teaching and Learning Committee. As an example, the College of Human Sciences shared the Decoloniality Project, which started as an academic capacity building project in decoloniality within the college. Academics were sent to a summer school on decoloniality in Barcelona in 2012. In 2014 the college hosted its first summer school on the topic. A conference on *Decolonising the university* was hosted in 2016. The college also explored ways of effecting decoloniality in their curriculum.

Academic Human Resource Allocation Model (ACHRAM)

The Enrolment and Academic Human Resource Planning Committee mandated a fundamental review of the model which was approved in late 2014. During 2015 all colleges were resourced based on the new ACHRAM model. In 2016, the implementation of the new model continued.

Quality assurance and enhancement

The CHE engaged with the university on its Quality Enhancement Project Phase 01 submission. Furthermore, the Senate Teaching and Learning Committee criteria were approved during 2015 for the review of entire learning programmes. These criteria would be implemented in addition to the annual review of individual modules.

Teaching and learning seminars

The Teaching and Learning portfolio hosted several monthly seminars focused on various aspects of teaching and learning. Seminars held in 2016 addressed issues related to the CHE's Quality Enhancement Project, student engagement/support initiatives, student adjustment to university, e-learning and technology applications.

Teaching and learning festival

A teaching and learning festival was held during 2016 with the aim of engaging with and interrogating critical aspects of teaching and learning. The festival also acknowledged the role played by services geared towards providing academic support. The festival was linked with the presentation of innovative teaching and learning practices of staff members who received the 2015 Excellence in Teaching and Learning Awards.

Research

The growth trajectory in Unisa's research outputs commenced in 2012 and the 2016 research output submission confirmed that the growth continues. The research, postgraduate degrees and innovation activities within Unisa remain aligned with the national directives and comparable to international best practices.

Unisa has an important role to play in enhancing research and innovation and in producing postgraduate students. The Research, Postgraduate Studies, Innovation and Commercialisation (RPSIC) portfolio at Unisa focuses on strengthening Unisa as the leading provider of postgraduate programmes in Africa and on being a leading research institution where innovative thinkers can flourish and innovative ideas are rewarded. Given its geographical reach as well as its high public visibility, Unisa's success in research, innovation and postgraduate studies has great potential to influence the future of research in South Africa and on the continent. It is for this reason that the portfolio invests in and supports postgraduate studies, research, innovation and commercialisation projects and partnerships across the institution, collaborations within and across Unisa colleges, research councils, other universities, private sector entities and government departments.

At Unisa, the research and innovation framework informs and measures all its efforts. This framework is built on four strategic imperatives within Unisa and the wider context and considers productivity, transformation, sustainability and influence.

Productivity refers to the research outputs and deliverables. Current productivity imperatives include accredited research publications, master's and doctoral graduates and research output norm as per the ministerial statement on university funding (weighted research output per capita).

The transformation imperative is aligned with the goals and objectives of the Unisa Transformation Charter and current imperatives include profile of researchers, profile of master's and doctoral graduates and research niche areas.

Referring to the ability of Unisa to continue achieving the targets that have been set by DHET, DST, CHE and other relevant stakeholders, current sustainability imperatives include external research grants and funding, subsidy-earning research outputs and research-active employees with doctoral degrees.

Influence refers to the impact and influence of the research conducted at Unisa. Current influence imperatives include research publications in DHET-accredited international indices, NRF-rated employees and endowed research chairs and institutes.

The 2016 report covers some of the most important research imperatives.

Productivity

Research output summary 2015

At the time of publishing this report, the Unisa 2016 research outputs had been submitted to the DHET for review. As such, the below table only includes the audited research outputs to date.

Table 2: Comparative research dashboard indicators

Research output metrics	2011		2012		2013		2014		2015		Increase/decrease (2015-2016)
	Actual	*Position	Actual	*Position	Actual	*Position	Actual	*Position	Actual	*Position	
Total weighted research output	1266,95	7th	1669,33	7th	1947,04	7th	2563,84	6th	2546,6	6th	-0.7
Publication output	797,62	6th	892,52	6th	1030,04	7th	1172,84	6th	1328,60	6th	13.2
Weighted output per capita	0,84	13th	1,05	13th	1,19	13th	1,49	12th	1,48	12th	-0.7

*Position indicates Unisa's ranking compared with other higher education institutions in South Africa.

In 2015 Unisa retained its 6th position overall compared with other higher education institutions in South Africa for both its total weighted research outputs and publication outputs. It also maintained its 12th position for weighted outputs per capita.

Transformation

Research support programmes, grants and incentives

Given the successes associated with the various internal research support programmes, continued support was

offered to Unisa's researchers in 2016. The research support programmes do not only create an enabling research environment, but also inculcate a culture of research at Unisa. This has led to an improvement in the research status of staff members, especially from designated groups.

The funding allocated to these support programmes testifies to the institution's commitment. A number of the support programmes were resourced from funds allocated by the DHET Research Development Grant. The table below highlights the programmes offered and the amount spent on each programme in 2016.

Table 3: Research support programmes and value spend

Programme	Aim	R value spend
Academic Qualification Improvement Programme (AQIP)	Approved by the DHET, the AQIP programme is geared towards providing financial support for Unisa permanent academic staff to pursue senior qualifications (master's and doctoral degrees) on a full-time basis. In 2016, 33 staff members received funding – 12 male and 21 female: 16 black, 12 white and 5 Indian.	R43 352 644,00
Master's and Doctoral Support Programme (MDSP)	This staff development initiative is aimed at increasing the number of Unisa staff holding doctoral qualifications. Total number funded in 2016 was 49–23 male and 26 female: 30 black, 16 white, 1 coloured and 2 Indian.	R1 337 032,00



Programme	Aim	R value spend
Postdoctoral Fellowship Research Support Programme (PDF)	This programme is aimed at inculcating the culture of research and innovation at the university by bringing to Unisa doctoral graduates from universities around the world. The intention is to energise research excitement among young, developing researchers, thereby ensuring an emerging cohort of young researchers to replace the aging cohort (which is a critical concern for Unisa), who will contribute to the growth of the total research output of Unisa. During 2016, a total of 107 postdoctoral fellows benefited from the programme – 87 male and 27 female: 70 black, 14 white, 4 coloured and 19 Indian.	R35 539 130,00
VisionKeepers Research Support Programme (VK)	Initiated in 2011, this programme is intended to fast-track young academics with PhD qualifications towards greater and improved research efficiency and the achievement of NRF ratings. 4 Black male researchers and 1 black female researcher benefited from this programme.	R2 072 481,00
Women in Research Support Programme (WiR)	Developed in 2013, this programme recognises that the research and innovation space in South Africa and at Unisa, in particular, is currently occupied by mainly male researchers. The programme provides research funds to a group of women researchers with a view to fostering mentoring within the group, fast-tracking the production of research output and concomitantly propelling women researchers towards NRF rating. The programme directly supports Unisa's transformation objective. 4 black and 12 white women were assisted by this fund.	R1 259 164,00
Unisa Research Chairs Programme Appointed from 2013–2015, now extended to 2018	In an effort to develop research excellence, Unisa started the Unisa Research Chairs in 2013. There are 5 chairs – 5 male managed: 3 black, 1 white and 1 Indian.	R8 351 028,00
Emerging Researcher Support Programme (ERSP)	Also approved by the DHET, the ERSP funding is provided to help permanent research staff members who have completed their doctoral degrees within the past five years to develop as researchers. In 2016, 48 researchers benefited from this programme – 32 male and 16 female: 34 black, 6 white, 2 coloured and 6 Indian.	R5 024 138,00
Visiting researchers	In 2016 there were 19 visiting researchers – 18 male and 1 female: 2 black, 9 white and 7 Indian.	R9 434 089,00
Research Professor	In 2016 there were 19 research professors – 10 male and 9 female: 2 black and 17 white.	R1 331 287,00
Open Distance Learning Research Support Programme (ODL-RSP)	In 2016, 1 black female was awarded this.	R951 661,00
Total	252 grants	R108 652 654,00

Visiting researchers

In 2016, Unisa hosted 19 visiting researchers with the aim of improving publications in high-impact-factor journals, facilitating knowledge transfer to strengthen the competencies of Unisa staff, developing and maintaining a network of external researchers and generally stimulating research discourse and debate.

Sustainability

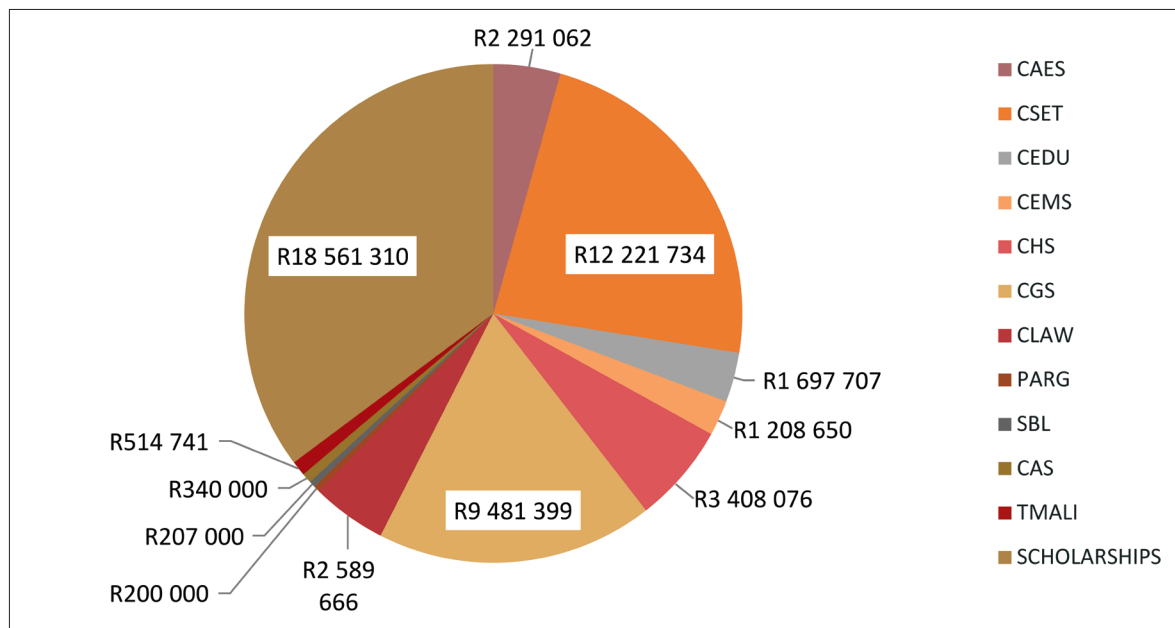
External research grants

During the year under review, the Research Support Directorate prioritised the mobilisation of externally funded postgraduate scholarships.

NRF-funded scholarships amounted to R18 561 310,00. For the first time in its short six-year history, the directorate was able to utilise all the allocated block grant scholarships awarded to the university, and as a result, in September the NRF provided additional funding of R2.81 million for Unisa students.

In 2016, Unisa had 411 external grants amounting to R52.6 million.

Figure 3: External funding per college



Influence

Research chairs and institutes

Being proudly African, Unisa's research and innovation agenda is closely linked to the developmental needs and aspirations of the African continent. Much of this research is conducted through endowed chairs, research chairs and institutes, and entails exploring new frontiers in key disciplines pertinent to Africa's sustainable development.

Endowed chairs

Acknowledging Unisa's leadership in certain key fields, external sponsors or funders have provided the means to establish and maintain a number of prestigious chairs, which carry their names.

Unisa hosts eight endowed chairs, four of which are part of the South African Research Chairs Initiative (SARChI), funded by the Department of Science and Technology and

managed by the NRF.

These SARChI chairs are in Development Education; Information and Communication Technology for Development; Law, Society and Technology; and Social Policy.

The four other endowed chairs are the WIPHOLD-Brigalia Bam Chair in Electoral Democracy in Africa, the Exxaro Chair in Business and Climate Change, the NIPMO Chair for Intellectual Property Management and Innovation, and the UNESCO-Unisa Africa Chair in Nanosciences and Nanotechnology.

Unisa research chairs

In disciplines or fields where capacity building is considered crucial in furthering Africa's developmental objectives, Unisa itself invests in research chairs that play an important role in generating knowledge and developing the requisite skills.



The university is currently investing in five research chairs, namely Ecotoxicology and Environmental Sustainability; High Performance Scientific Computing; Macroeconomic Policy Analysis; Superconductivity Energy Technology, and Topology.

Research institutes, centre and bureau

Unisa is proud of its institutes, which are dedicated to a wide variety of research areas. These units are just as active as the various endowed and research chairs, and involve academics, students and the community.

The university is home to following nine progressive institutes: Archie Mafeje Research Institute (AMRI); Institute for African Renaissance Studies (IARS); Institute for Corporate Citizenship (ICC); Institute for Dispute Resolution in Africa (IDRA); Institute for Gender Studies (IGS); Institute for Open Distance Learning (IODL); Institute for Science and Technology Education (ISTE); Institute for Social and Health Sciences (ISHS) and the Thabo Mbeki African Leadership Institute (TMALI).

Lastly, there is the Centre for Foreign and Comparative Law (CFCL) and the Bureau of Market Research (BMR).

2016 highlights

College of Graduate Studies

The College of Graduate Studies (CGS) promotes inter- and trans-disciplinary research and provides institutional and supervisory support, as well as a variety of research training programmes and training support for postgraduate qualifications. This has contributed to a steady growth in postgraduate throughput over the past years. The number of master's and doctoral graduates increased to 1 011 and 243, respectively, in 2016.

The research institutes housed in CGS provide a platform for African scholars and analysts to become thought-

leaders for social transformation on the continent. The Institute for Social and Health Sciences is widely recognised for its community-engaged research. The college's research capacity, enhanced considerably by the SARChI chairs and the researchers associated with them, is further strengthened by visiting researchers, postgraduate students and academic associates.

Research and Innovation Week

One of the highlights of the year was the fifth annual Research and Innovation Week, which continued to provide a platform for meaningful cross-discipline engagement on topical issues. The theme of the week, **Research Matters**, saw most of the week's programme successfully driven by the colleges.

Annual Student Research and Innovation Showcase

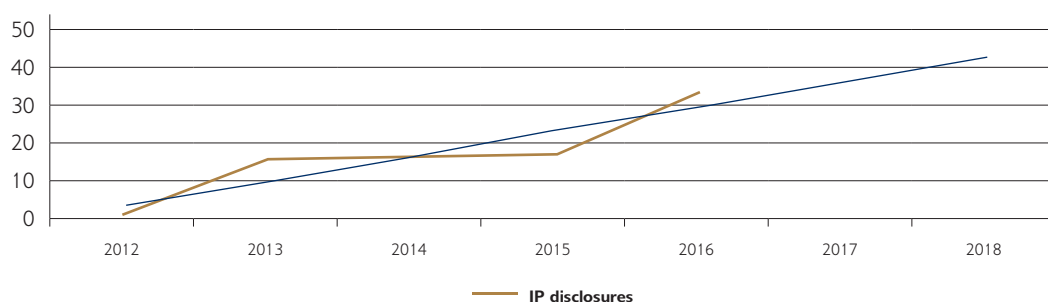
The annual Unisa Student Research and Innovation Showcase is a joint initiative of the Unisa Research and Innovation portfolio and the Unisa National Student Representative Council (NSRC). Through the showcase, the two parties seek to promote research and innovation among Unisa students.

The fifth Annual Unisa Student Research and Innovation Showcase was held on 17-19 August 2016. Three pre-showcase workshops were also held as part of the event, **Innovation 101**, **Presentation Skills** and **Ethics**. Over 500 students attended the showcase during the three days.

IP disclosures

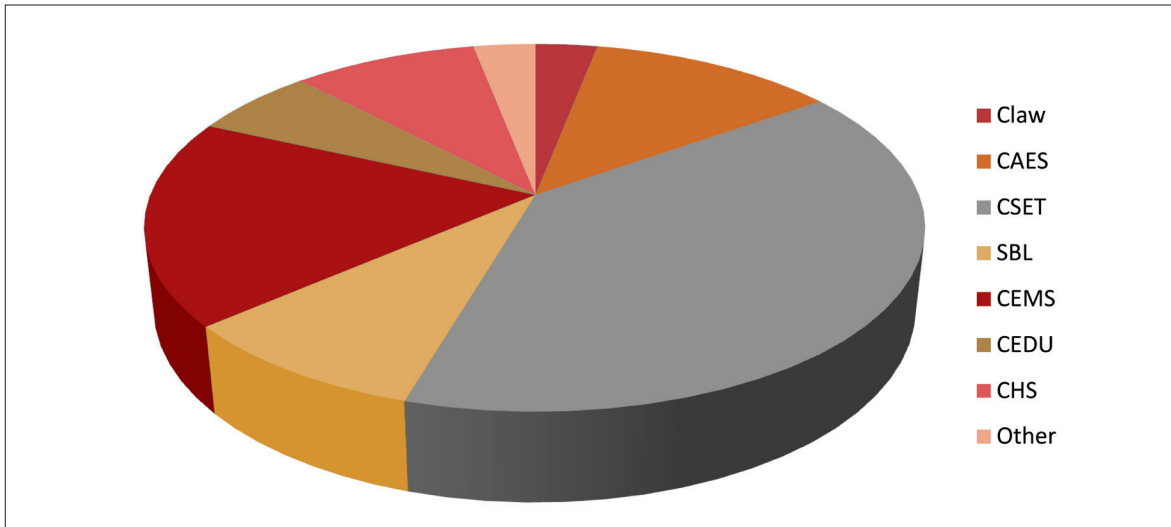
In 2016, the DITT received 33 intellectual property disclosures. The target for the year was 18 disclosures, so this target was exceeded by 83%. This was 120% more than the disclosures received in 2015. There is clearly an upward trend in the disclosures received and processed by DITT. Judging by past performance, this trend is set to continue into 2017 and 2018.

Figure 4: IP disclosure from 2012 to 2016



While there is representation from all the colleges at Unisa, the College of Science, Engineering and Technology (CSET) continues to produce the most disclosures.

Figure 5: College participation

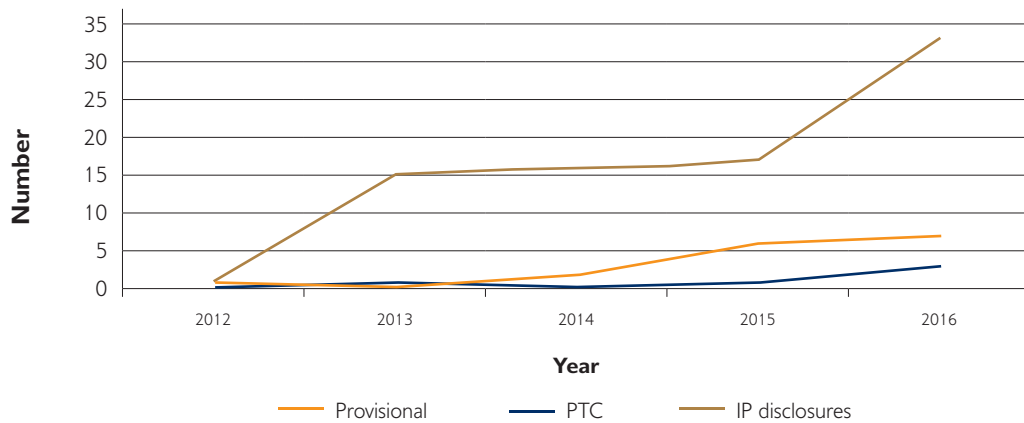


Patent applications

Due to rigorous internal assessment processes, only technologies which meet or are likely to meet the stringent patentability requirements proceed to the provisional application stage (see figure 6). This assessment is very important given that South Africa is a non-examining

country. DITT undertakes novelty searches to establish the potential protectability of ideas, concepts and inventions disclosed. The majority of the assessments are undertaken internally.

Figure 6: Provisional patent applications and disclosures from 2012 to 2016

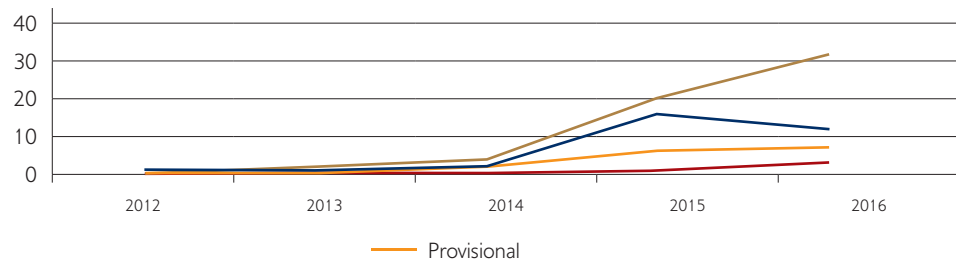


In 2016, the following patent applications were filed by the DITT (see figure 7):

- 5 provisional patent applications (includes 1 application from 2015 that was refiled in 2016)
- 2 complete patent applications
- 3 patent cooperation treaty applications



Figure 7: Patent applications filed by DITT since 2012



The patent portfolio is growing and requires sophisticated management tools. Overall, the portfolio comprises 23 active technologies.

Accolades 2016

Unisa celebrates the successes of our researchers, research efforts and postgraduate students. The following section highlights the 2016 achievements.

Internal and external recognition serves to confirm the calibre of our researchers and the quality of their research, which is of value to both the university and the researchers' own career paths.

NRF-rated research awards

51 NRF-rated awards, including new, re-rated and researchers who joined with a rating, were made in 2016. This figure is made up of 9 Y-rated researchers, 6 B-rated researchers and 36 C-rated researchers. At the end of 2016, Unisa had 207 rated researchers which accounts for an increase of 13.7% over the previous year's figures.

Internal research awards

Unisa's internal Women-in-Research Awards were given to seven women in different categories: the youngest staff member to obtain a doctoral degree went to Dr P Makoni (CEMS); Leadership-in-Research Award went to Prof P Coetzee (CAS) and Prof A Mavhandu-Mudzusi (CHS); Developing Researcher Award went to Mrs T McKay (CAES) and Dr M Fombad; and Resilience in Research Award went to Dr B Ikotun (CSET) and Dr L Johnson (CEDU).

The 2016 Principal's Prize for Research Excellence was awarded to Dr N Mtshiselwa (CHS). This is one of the most prestigious prizes awarded to qualifying researchers, under the age of 35, at Unisa. The award is for academic research of the highest quality published during the preceding two years in high-impact journals in the researcher's discipline.

External research awards

The following researchers became members of the South African Young Academy of Science (SAYAS) during the year:

- Prof Naomi Nkealah (CHS)
- Prof Puleng Segalo (CHS)

Prestigious national awards were awarded to the following four researchers:

- Prof Gisela van Rensburg (CEDU): FUNDISA Research Excellence in Nursing Award
- Prof Naomi Nkealah (CHS): 2016 WISA Distinguished Young Women in Research Award
- Prof Lerothodi Leeuw (CGS): 2016 NRF Hamilton Naki Award
- Prof Nosisi Feza (CGS): Distinguished Scientist Award in Mathematics Education, Chennai India

Hiddingh-Currie Prize

The prestigious Hiddingh-Currie Prize was awarded to the book entitled *Selby Mvusi: To fly with the north bird south* by Ms Elza Miles. The Hiddingh-Currie Award is a literary award given annually to an outstanding author of published work within Unisa Press. It is aimed at encouraging and nourishing specialised skills in academic research and scholarly publishing.

Community Engagement

The Community Engagement (CE) Directorate had 169 community engagement projects registered on its database in 2016. Stringent austerity measures had a direct impact on the CE budget and resulted in a lower number of projects registered for 2016 – 68 projects less than in 2015. Of the total number of projects, 155 were funded and 14 were non-funded.

Breakdown per college

All but one of the 169 projects were implemented under the colleges; Chance 2 Advance was the only funded project that did not reside within the colleges. The regions, GSBL and the Music Foundation were not funded by CE during 2016. The breakdown below provides the project allocations per college as well as of the funded and non-funded projects under each:

Table 4: Funded and non-funded projects

College/Other	Number of projects	Funded	Non-funded
CAS	10	6	4
CAES	10	9	1
CEMS	17	14	3
CEDU	27	27	0
CGS	18	18	0
CHS	43	41	2
CLAW	30	26	4
CSET	13	13	0
C2A	1	1	0
Total	169	155	14

A total number of 1 410 outputs derived from CE were reported for 2016. The outputs consisted of 94 accredited outputs, 53 master’s and doctoral students (including registered and completed) and 1 263 other non-accredited outputs, made up as follows:

- Accredited outputs
 - 42 published journal articles
 - 21 submitted journal articles
 - 13 accepted journal articles
 - 8 book chapters
 - 5 peer-reviewed international conference proceedings
 - 5 peer-reviewed national conference proceedings
- Master’s and doctoral students
 - 31 master’s registered
 - 7 master’s completed
 - 15 PhD (LLD) registered
- Non-accredited outputs
 - 4 books (not textbooks)
 - 4 book chapters
 - 6 peer-reviewed national conference proceedings
 - 33 conference proceedings
 - 4 journal articles

- 4 cross-translation of research/learning material
- 4 dissemination of research results
- 24 expert advice/testimony
- 15 newsletters
- 7 policy briefs
- 15 project assessments
- 3 proof of technology development
- 24 products and services designed/developed
- 22 training material developed for community members/stakeholders
- 33 public lectures delivered
- 86 publications in popular press
- 57 research reports
- 169 workshop material developed
- 667 workshops delivered
- 82 other



Prof MS Makhanya
Principal and Vice-Chancellor



REPORT OF THE INSTITUTIONAL FORUM



The Institutional Forum (IF) plays an advisory role to Council and is representative of the various institutional constituencies. The composition of the IF is as follows:

- two members of senior management
- the Dean of Students
- the Executive Director: Tuition and Facilitation of Learning
- one Council member, who is neither an employee nor a student of the university, elected by Council
- two members of the Senate, elected by the Senate
- two permanent academic employees elected by such employees
- two permanent employees other than academic employees elected by such employees
- two students from the Students' Representative Council (SRC), elected by the SRC
- two members nominated by each of the two sufficiently representative employee organisations
- two external members recommended by the Management Committee and approved by Council
- one or more members co-opted by the IF to assist in any project(s)

Governance at Unisa

As part of the regulatory requirements for governance within the higher education (HE) sector and, in particular, for universities in South Africa such as Unisa, the IF is one of the core structures and elements in the organisational and governance processes and systems of the university.

The Higher Education Amendment Act was passed with various aims in mind, including the determination of transformation goals for the public HE system and the appropriate mechanisms for issuing directives for HE. This was critical to Unisa, which has been battling with issues of transformation and the role of governing structures such

as the IF. In this regard, the Act states that "Council must consider advice of the Institutional Forum and provide reasons if advice is not accepted".

A fundamental and often unnoticed aspect of the IF is its construction as an inclusive governance structure in which varied and comprehensive representations find expression and are ascertained. As reflected in its composition set out above, in the IF, equal participation and engagement entail *inter alia* representation from Unisa Council, Senate, the SRC, Convocation, Management, labour, academic and support and administrative staff.

Decisions and recommendations

During the period under review, the IF held four meetings at which the decisions and/or recommendations below were taken.

At its meeting of 26 January 2016, the IF nominated Mr BB Senokoane and Prof EO Mashile, and Prof P LenkaBula as an alternate member, to serve on the multi-stakeholder task team on insourcing representing the IF.

At the meeting, the IF noted that it had not yet received a response from Unisa Council to its letter raising several governance issues. The IF resolved to write a letter to Council as a reminder to respond to the issues raised in its previous letter with emphasis on the following matters:

- The IF should be represented on Council in the proposed new Institutional Statute in the same way as all other statutory bodies.
- The Registrar: Academic, Enrolments and Administration had been appointed to a position that did not exist in the existing Institutional Statute. The university should align the position with that of the University Registrar in the existing Institutional Statute, as it had an impact on the incumbent's performance and might invoke legal action by people who had applied for the position on the basis that someone had been appointed to a position



that did not exist. The university should make a formal announcement regarding the designation of the Registrar if the position was rectified or aligned.

- The proposed new Institutional Statute submitted to the Minister of Higher Education and Training should be withdrawn to allow proper and wider consultation with university stakeholders.

The IF convened again on 18 February 2016. A subcommittee consisting of Mr S Murerwa, Prof R Songca, Prof G Reddy and Prof P LenkaBula, and including student representation, was constituted to advise and draft a report on how the IF initiative “Conversation on human rights” should be taken forward.

The IF resolved that the forum should identify all the urgent matters and challenges in view of current developments in the HE sector and examine how other institutions had resolved these challenges in order to advise Council. To avoid a duplication of efforts, the IF would engage with the Executive Director of the Change Management Unit on the unit’s plan of action to address the changes in the HE sector.

At the meeting, the IF took note of various vacant positions and it was resolved that

- Senate would be requested to nominate another representative to replace Prof G Nhamo, who was on research and development leave
- members who were consistently absent from the IF meetings were identified and their constituencies requested to replace them
- the election of Prof I Ferns and Dr K Ramdass as representatives of the permanent academic employees be verified with Legal Services.

At the IF meeting held on 21 July 2016, Prof R Songca was elected as Chairperson of the IF and Prof EB Farisani as Deputy Chairperson.

The meeting discussed the new Labour Relations Act (LRA) as there were some concerns among the IF members, and especially from organised labour, about the implementation of the new LRA and the university having a different interpretation of the LRA. It was decided to invite Prof Geldenhys, a labour law expert from the College of Law, to make a presentation to the IF on the interpretation of the new LRA and how the university was implementing it. Dr Zulu, Executive Director: Human Resources, would also be invited later to clarify the university’s implementation of the Act.

On the matter of Council’s response to the letter from the IF, the Forum resolved to request confirmation that the letter was discussed by Council and that the response was that of the Council and not only the Chairperson of Council. It should also be noted that response had been selective and did not address all the issues raised in the letter such as the designation of the Registrar: Academic, Enrolments and Administration, which had not changed even though he had taken over the functions of the Secretary of Council. Furthermore, the Deputy Chairperson of the IF would submit a request to Council that the Chairperson of the IF be granted observer status and be allowed to present the IF report, pending the amendment of the Institutional Statute to include the IF Chairperson as a full member of Council.

The IF also discussed the Selection Committee report for the position of Vice-Principal: Institutional Development and Transformation. The IF raised the following concerns related to the process of the selection committee and not the merits of the candidates:

- The use of a competency test as there were no evidence that the competency test was reliable; it was inconsistent with the university’s recruitment process; and that the results of the competency test had been used as the only determining factor for shortlisting candidates, thereby replacing the work of the Selection Committee. Of the nine candidates who met the requirements of the post, only the two top candidates had been shortlisted in the service provider’s report.
- Internal candidates who met the requirements of the post had not been shortlisted.
- During the selection interview process, internal members of the Selection Committee had been requested to leave the interview room for some time while the external members had remained to discuss the outcome of the interview among themselves, which was irregular.
- The objections relating to the process made by some members of the selection panel had been omitted from the report.

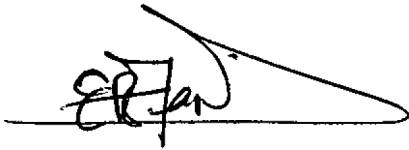
Based on the above concerns indicating that the process was flawed, the IF resolved that

- it would not support the report of the Selection Committee for the position of Vice-Principal: Institutional Development and Transformation
- the result of the competency test be set aside,

as such a selection process had never been used before in the appointment of candidates to similar senior management positions

- the process of shortlisting candidates be restarted
- the Selection Committee reconsider the other candidates who met the requirements for the advertised position

At a special meeting on 1 December 2016, the IF considered the nominations of candidates for the position of a Chancellor of Unisa. After a lengthy and intense deliberation on each of the nominees, the IF recommended to Council two candidates in their order of preference.



Professor EB Farisani
Chairperson: Institutional Forum



ANNUAL FINANCIAL REVIEW 2016

The purpose of this report is to present an overview of the financial results of the university for 2016 and to provide information about the following:

- Budgeting and budgetary control processes
- Overview of financial achievements
- Productivity and financial position of Unisa
- Analysis of ratios

Budgeting and budgetary control processes

The university allocates its financial resources in support of its strategic objectives. The allocation of resources is determined by the Strategic Resource Allocation Model (SRAM), which has been in use since 2006 and is constantly reviewed and refined to address current as well as future resource needs. This model ensures that there is proportionate allocation of resources aligned to the priorities of the university.

The Unisa Budget Committee, comprising representatives from all portfolios, scrutinises all budget requests and ensures that the Unisa budget is aligned to the university strategy. In 2016, the allocation to colleges totalled R2.659 billion, allocation to primary academic support was R316.6 million, primary student support was allocated R1.899 billion and institutional support and Management received R1.456 billion.

Budget control and availability of funds is enforced electronically for all expenditure at requisition level through the procurement system to avoid expenses being incurred where there is no adequate budget. Portfolio based budget versus actual reports are presented to Management; Finance, Investment and Estates Committee on a regular basis.

Overview of financial achievements

Unisa continues to operate in a sector that faces many challenges, thus requiring the university to look at new and innovative ways to optimise financial resource utilisation. Improvement of controls in the areas of accounts payable, asset management and inventory management, supported by an improved investment climate, have further contributed to the institutions favourable position at year-end.

Financial performance for 2016 has been largely favourable. This is evidenced by the fact that total expenditure during 2016 increased by 5.4%. For the financial year under review, Unisa recorded an operating surplus of R 156.6 million (2015: R 343 million deficit).

During 2016 the Council of the university approved a cost containment plan. The objective of the plan was to ensure that expenditure was curbed without impacting the operations of the university negatively and also to reduce reliance on the fair value adjustment of investments. The institution's operating surplus is a directly result of the fair value adjustment of investments, representing the growth in Unisa's investment portfolio, and the effect of the cost containment plan which helped to offset the reduction in tuition fees for the year.

Growth in investments reflects more positive investment market growth. Investments are exposed to the volatility of the global equity markets and the fair value adjustment changed from a negative return of R59 million during 2015 to a positive return of R581 million during the year under review. Total investments have increased by 3.5%, while other non-current assets net of depreciation and amortisation and fair value adjustments, increased by 4% over the previous year.



Tuition fee increases were contained at 7.3% on average for the year, revenue from student fees decreased by 10.13% compared to 2015. This decrease is primarily due to enrolment plan, which resulted in a decrease in student numbers during the year under review. However, included in expenses is an amount of R139 million (2015: R187 million) that was for bursaries to Unisa students. Expenses also include an amount of R94 m (2015: R99m) written off as irrecoverable and doubtful. Net income from tuition fees for the year was therefore R2.6 billion. This trend in tuition fees is expected to remain constant in the coming years as the university enforces its admission and enrolment management policies, however this should be compensated by increase in output subsidy.

The gross subsidy has increased by 23% to R3.1 billion in 2016 from R2.529 billion in 2015. However, R20 million

(2015: R44 million) of the teaching and development grant was deferred. At the time of reporting, it is unclear what the effect of the revised subsidy formula of the Department of Higher Education and Training would be in future years.

Total expenditure for the year, including operational and personnel costs, amounted to R6.805 billion in 2016 (2015: R6.458 billion) – an increase of 5.7% from the previous year. This increased spending in relation to decreased tuition fees is noted with concern when compared to 2015; the year-on-year increase in spending for 2016 over 2015 was 5.7% against an average inflation rate of 6.2%. Tight budgetary controls and austerity measures have been put in place to manage the increasing expenditure.

Table 1: Analysis of income and expenditure

	% increase	2016 R'000	% increase	2015 R'000	2014 R'000
Total income	14.54%	6 986 871	2%	6 099 720	5 926 270
Total income excluding Investment income	4.54%	6 132 837	11%	5 886 481	5 277 142
Total expenditure	5.37%	6 805 090	10.4%	6 458 296	5 837 100
Total staffing cost	5.82%	4 455 763	15%	4 210 539	3 661 693

Personnel expenditure (including expenditure from earmarked funding) rose by 5.82%. Personnel costs accounted for 65% (2015: 65%) of total expenditure. At 69% (2015: 68%) of Council controlled recurring income (CCRI), staff costs are outside of the DHET guidelines of 59%–62% of CCRI as adopted by Unisa Council. The university has maintained a constant vacancy rate of approximately 12% during the year. Should all

the vacancies be filled, the CCRI ratio is projected to be around 71%.

The increase in staffing costs can be attributed to salary increases above inflation; review of academic salaries and increase in number of permanent and fixed term employees in the academic division:

Table 2: Increase in number of employees

	2016	Increase	2015	Increase	2014
Number of permanent employees	5 203	7.32%	4 848	1.2%	4 793
Number of fixed-term employees	1 126	22.39%	920	7.0%	860
Total	6 372		5 768		5 653

Productivity and financial position of Unisa

Tables 3 to 5 provide a trend analysis of the last five years with respect to Unisa's financial position.

Table 3: Consolidated statement of financial position

	2016 R'000	2015 R'000	2014 R'000	2013 R'000	2012 R'000
Total assets	10 014 383	9 968 398	10 413 261	10 129 904	8 873 128
Total liabilities	2 269 263	2 379 953	2 481 596	2 355 544	2 245 311
Total net assets	7 745 120	7 588 445	7 931 665	7 774 360	6 633 365
Investments:					
• Total investments	5 819 833	5 733 050	6 533 275	6 563 397	5 653 720
• Fair value adjustment	581 457	(58 978)	337 230	776 733	717 829
• Return on investments	272 577	292 216	311 898	311 087	311 990
Facilities:					
• PPE net of accumulated depreciation	3 004 633	2 882 816	2 751 473	2 381 762	2 048 072

Future planned infrastructure spending includes the following:

- Construction of the generator and chiller plant (approved budget R350 million)
- Upgrade of the Unisa Library in the Samuel Pauw building and the Science Library at Florida campus (approved budget R543 million)

Table 4: Consolidated statement of comprehensive income

	2016 R'000	2015 R'000	2014 R'000	2013 R'000	2012 R'000
Total revenue	6 986 871	6 099 720	5 926 270	6 285 390	5 568 215
State subsidies & grants	3 121 598	2 529 334	2 234 016	2 036 518	1 831 612
Tuition fee & other revenue	2 690 832	2 994 139	2 784 394	2 888 449	2 438 394
Total expenditure	6 805 090	6 458 296	5 837 100	5 226 923	4 498 679
Personnel costs	4 455 763	4 210 539	3 661 693	3 318 830	2 880 825
Other Operating expenses	2 067 925	1 964 371	1 939 296	1 695 707	1 442 509

During the year under review there were no transfers made to reserves. The balances of reserve accounts at the end of 2016 were as follows:

Business continuity reserve	R1 034 million
New buildings reserve	R781 million
Renewal & replacement of buildings reserve	R427 million
Maintenance reserve	R72 million
ICT renewal reserve	R53 million



Council resolved that the business continuity reserve should be topped up to R5 billion and that an amount to that value be held in investments. These reserves are matched with investments.

Analysis of ratios

Table 5: Important financial ratios

	2016	2015	2014	2013	2012
Current ratio	5.92:1	5.22:1	5.02:1	5.44:1	5.10:1
Quick ratio	5.81:1	5.14:1	4.95:1	5.36:1	5.01:1
Cash ratio	5.33:1	4.70:1	4.48:1	4.90:1	4.61:1
Surplus margin as a percentage of total revenue	2.24%	(5.63%)	1.78%	18.15%	19.21%
Subsidies and grants as a percentage of total revenue	43.71%	41.47%	37.70%	32.12%	32.70%
Tuition fee and other revenue as a percentage of total revenue	38.51%	49.09%	46.98%	45.95%	43.79%
Personnel costs as a percentage of total expenditure	65.23%	65.20%	62.73%	62%	63.53%
Operating expenses as a percentage of total expenditure	29.39%	30.42%	33.23%	32.1%	32.07%

BEE spend

The university spent R1 200 billion or 60% on suppliers that were BEE compliant out of the R2 billion procurement spends in 2016.

Table 6: B-BBEE information

Description	2016 FY	2015 FY	Percentage changes
100% Black owned	226,801,655	186,206,744	22%
100% Black women owned	78,609,145	30,948,738	154%
51% Black owned	315,430,016	287,143,579	10%
51% Black women owned	66,335,572	52,728,020	26%
TOTAL	687,176,388	557,027,081	23%

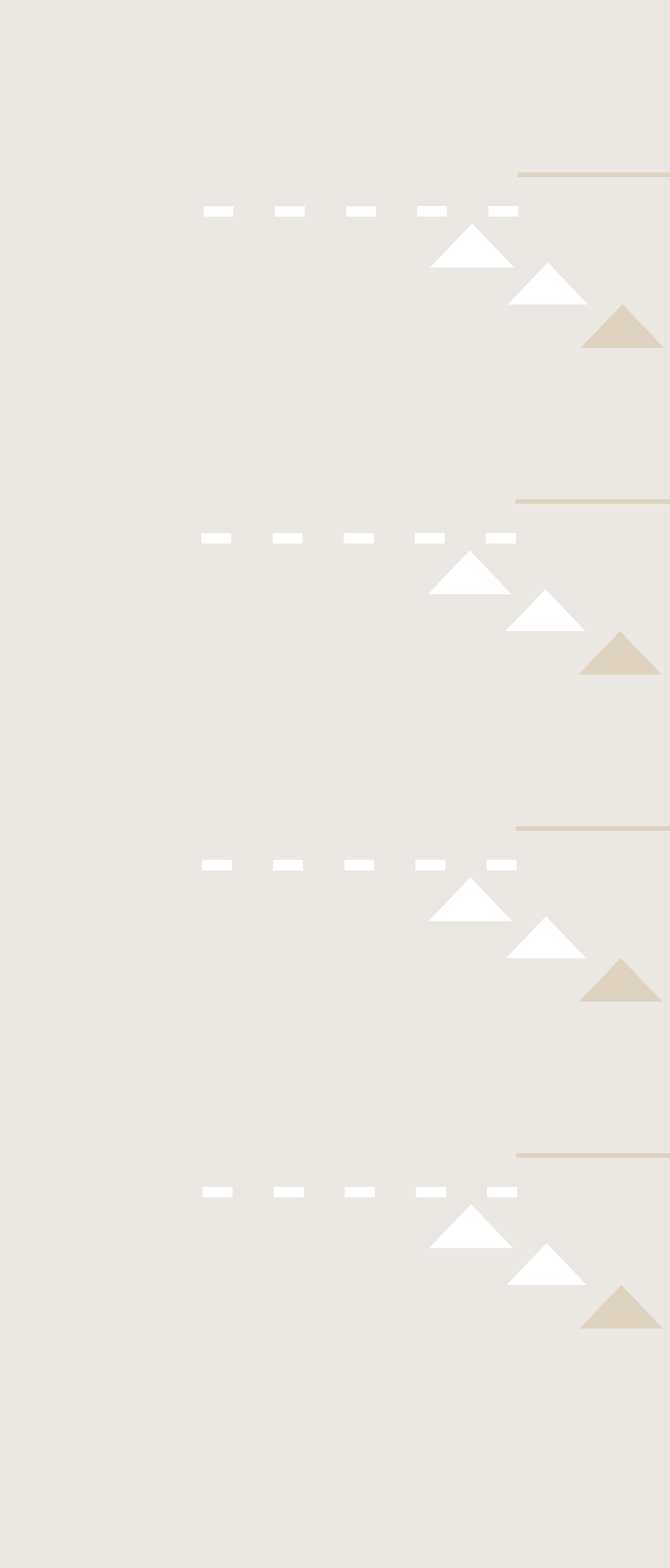
R687 million was spent in the current year on black owned businesses.

Conclusion

Despite challenges for the 2016 financial year, the balance sheet is still positive and Unisa is therefore regarded as a going concern.

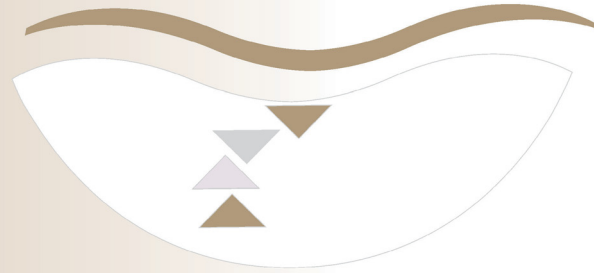
Mr B Ngcaweni
Chairperson of Finance Investment
and University Estates Committee

Mr PZR Zwane
Chief Financial Officer





AUDITED CONSOLIDATED ANNUAL FINANCIAL STATEMENTS



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STATEMENT OF RESPONSIBILITY BY THE COUNCIL FOR THE YEAR ENDED 31 DECEMBER 2016



The Council is responsible for the preparation, integrity and fair presentation of the consolidated financial statements of the University of South Africa.

The consolidated financial statements presented on pages 93 to 139 for the financial year ended 31 December 2016, have been prepared in accordance with International Financial Reporting Standards, regulations for Annual Reporting by Higher Education Institutions and in the manner required by the Minister of Education in terms of section 41 of the Higher Education Act, 1997 (Act No. 101 of 1997), as amended, and include amounts based on judgements and estimates made by the management. The Council has also prepared other information as required to be included in this Annual Report and is responsible for both its accuracy and consistency with the consolidated financial statements.

The Council's responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of these financial statements that are free from material misstatement,

whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

The Council's responsibility also includes maintaining adequate accounting records and an effective system of risk management.

The going concern basis has been adopted in the preparation of the consolidated financial statements. Council has no reason to believe that the University of South Africa will not be a going concern in the foreseeable future based on forecasts and available cash resources. The viability of the institution is supported by the content of the consolidated financial statements.

The consolidated financial statements have been audited by the auditors Deloitte and Touche, who have been given unrestricted access to all financial records and related data, including minutes of meetings of the Council and all its committees. Council believes that all representations made to the independent auditors during their audit were valid and appropriate.

APPROVAL OF THE CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements on pages 93 to 139 were approved by the Council on 22 June 2017 and signed on its behalf by:

Mr AS Simelane
Chairperson: Unisa Council

Prof. MS Makhanya
Principal and Vice-Chancellor

Mr B Ngcaweni
Chairperson of Finance Investment
and University Estates Committee

Mr PZR Zwane
Chief Financial Officer



INDEPENDENT AUDITOR'S REPORT TO THE MINISTER OF HIGHER EDUCATION AND TRAINING AND THE COUNCIL OF THE UNIVERSITY OF SOUTH AFRICA (UNISA)



Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of the University of South Africa and its subsidiaries set out on pages 93 to 139, which comprise the consolidated statement of financial position as at 31 December 2016, and consolidated statement of profit or loss and other comprehensive income, the statement of changes in funds and the statement of cash flows for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the University as at 31 December 2016, and their financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRSs) and the requirements of the Higher Education Act of South Africa (Act No. 101 of 1997).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the University of South Africa and its subsidiaries in accordance with the International Ethics Standards Board for Accountants' *Code of ethics for professional accountants* (IESBA code) together with the ethical requirements that are relevant to our audit in South Africa. We have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Council

The Council is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa (Act No. 101 of 1997), and for such internal control as the Council determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, Council is responsible for assessing the University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Council either intends to liquidate the University or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatement can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements. A further description of our responsibilities for the audit of the consolidated financial statements is included in the annexure to the auditor's report.



Report on audit of compliance with legislation

In accordance with Public Audit Act of South Africa, 2004 (Act No. 25 of 2004 (PAA) and the general notice issued in terms thereof we have a responsibility to report material findings on the compliance of the University with specific matters in key legislation. We performed procedures to identify findings but not to gather evidence to express assurance.

We did not identify any instances of material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA.

Other Information

The Council is responsible for the other information. Other information comprises of the Report of the Chairman of Council, Council statement of governance, Council statement of sustainability, Transformation report and employment equity status statement, Report on internal administrative and operational structures and controls, Report on risk exposure assessment and risk management, Statement of the Principal and Vice- Chancellor on leadership administration and operational management, Senate Report and the Report of the Institutional Forum as required by the Higher Education Act of South Africa. Other information does not include the consolidated financial statements; our auditor's report and those selected objectives presented in the annual report that have been specifically reported on in the auditor's report.

Our opinion on the consolidated financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit, our responsibility is to read other information and, in doing so, consider whether other information is materially inconsistent with the consolidated financial statements and the selected objectives presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of other information, we are required to report that fact.

Report on the audit of the annual performance report

In accordance with the PAA and the general notice issued in terms thereof, we have a responsibility to report material findings on the reported performance information against predetermined objectives for selected objectives presented in the annual report. We performed procedures to identify findings but not to gather evidence to express assurance.

Our procedures address the reported performance information, which must be based on the approved performance planning documents of the University. We have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. Our procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, our findings do not extend to these matters.

We evaluated the reliability of the reported performance information for the following selected objectives presented in the annual report of the university for the year ended 31 December 2016:

Predetermined objectives

Objective 1: Improved throughput and quality assurance

Objective 2: Achievement of the approved Ministerial enrolment targets

Objective 3: Enhanced teaching processes

Objective 4: Improved learner support

Objective 5: Increase the number and quality of research outputs and specifically advance ODL research on the African continent and internationally.

Objective 6: Increase the staff research capacity development and NRF-rating of staff



Objective 10: Supplement formal income and promote increased financial sustainability

Objective 12: Create a conducive environment for students to access and update personal information online

Objective 13: Core ICT systems prioritised and maintained at high levels of efficiency, fully operational and effectively integrated

Reliability of Performance information

The reported performance against predetermined objectives was evaluated against the overall criterion of reliability. The reliability of the information in respect of the selected objectives is assessed to determine whether it adequately reflects the facts (i.e. whether it is valid, accurate and complete).

We did not identify material findings on the reliability of the reported performance information for the above selected objectives.

Additional Matter

Although we identified no material findings on the usefulness and reliability of the reported performance information for the selected objectives and development priorities, we draw attention to the following matter:

- Compulsory targets required by paragraph 5 (d) of Regulations for Reporting by Public Higher Education Institutions, Government Gazette, 9 June 2014 were not met.
- This includes the following:
 - Objective 2: Achievement of the approved Ministerial enrolment targets
 - Objective 5: Increase the number and quality of research outputs and specifically advance ODL research on the African continent and internationally.

Achievement of planned targets

Refer to the annual report on page 15 to 20 for information on the achievement of the planned targets for the year.

Internal control deficiencies

We considered internal control relevant to our audit of the consolidated financial statements, reported performance information and compliance with applicable legislation; however, our objective was not to express any form of assurance thereon.

Our report also notes areas where the internal control of the organization had not functioned as designed throughout the financial period affecting the areas of financial management, inventory management, fixed asset management, and information technology management.

- Inadequate controls around information technology environment including access security and change control procedures and segregation of duties;
- Inability to implement the Student System Replacement project has serious implications to the activities of the University going forward;
- Inadequate controls during the year over management of SMPD production inventory inputs as well as outputs;
- Non-compliance with UNISA internal procurement policies, procedures and lack of adequate contract management processes;
- Performance and effective review of reconciliations of accounts, including suspense accounts and other control accounts.

Investigations

We draw attention to the following engagements conducted by various parties that had, or could have, an impact on the matters reported in the consolidated financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of our opinion on the consolidated financial statements or our findings on the reported performance information or compliance with legislation.



We have assessed the report submitted to the Ethics hotline as well as the internal audit investigations performed in the 2016 financial year and have incorporated the risks identified in obtaining adequate evidence on which to base our opinion on the consolidated financial statements.

We are aware of, and have assessed investigations currently being performed by the internal audit department as at the date of this report.

Agreed upon procedures engagement

The following agreed upon procedures engagement has been performed at the request of UNISA by auditors Nexia SAB&T Incorporated. These are mandatory in terms of the Department of Higher Education and Training, except for the SBL College:

- The new generations of academic’s programme grant for the University of South Africa;
- Infrastructure and efficiency Funding Allocation (Cycle 1);
- Infrastructure and efficiency Funding Allocation (Cycle 3);
- Veterinary Sciences grant of the University of South Africa;
- Research development grant for the University of South Africa;
- Infrastructure and Efficiency Funding Allocation for the Information Communication Technology grant of the University of South Africa;
- Teaching Collaborative Grant of the University of South Africa;
- Foundation Provision Programme Grant of the University of South Africa;
- Infrastructure and efficiency Funding Allocation Maintenance (Cycle 4) for the University of South Africa; and
- Teaching Development Grant for the University of South Africa;



Deloitte & Touche

Registered Auditor
Per: L Ravhuhali
Partner

30 June 2017

National Executive: *LL Bam Chief Executive Officer *TMM Jordan Deputy Chief Executive Officer *MJ Jarvis Chief Operating Officer
*GM Pinnock Audit *N Sing Risk Advisory *NB Kader Tax TP Pillay Consulting S Gwala BPaaS *K Black Clients & Industries
*JK Mazzocco Talent & Transformation *MJ Comber Reputation & Risk *TJ Brown Chairman of the Board

A full list of partners and directors is available on request

* Partner and Registered Auditor

B-BBEE rating: Level 2 contributor in terms of the Chartered Accountancy Profession Sector Code

Associate of Deloitte Africa, a Member of Deloitte Touche Tohmatsu Limited

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Annexure A – Auditor’s responsibility for the audit

As part of an audit in accordance with the ISAs, we exercise professional judgement and maintain professional skepticism throughout our audit of the consolidated financial statements, and the procedures performed on reported performance information for selected objectives and on the University’s compliance with respect to the selected subject matters.

Financial statements

In addition to our responsibility for the audit of the consolidated financial statements as described in the auditor’s report, I also:

- identify and assess the risks of material misstatement of the consolidated financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the university’s internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council.
- conclude on the appropriateness of the Council’s use of the going concern basis of accounting in the preparation of the financial statements. We also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on UNISA and its subsidiaries ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial statements. Our conclusions are based on the information available to me at the date of the auditor’s report. However, future events or conditions may cause UNISA and its subsidiaries to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for our audit opinion.

Communication with those charged with governance

We communicate with the Council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also confirm to the Council that we have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on our independence and here applicable, related safeguards.



Annexure B – Auditor’s responsibility for the audit of the reported performance information

As part of our engagement conducted in accordance with ISAE 3000, we exercise professional judgement and maintain professional skepticism throughout our reasonable assurance engagement on reported performance information for selected objectives.

We are independent of the university in accordance with the International Ethics Standards Board for Accountants’ Code of ethics for professional accountants (IESBA code) together with the ethical requirements that are relevant to our audit in South Africa. We have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA code.

Quality control relating to assurance engagements

In accordance with the International Standard on Quality Control 1, we maintain a comprehensive system of quality control that includes documented policies and procedures on compliance with ethical requirements and professional standards.

Reported performance information

In addition to our responsibility for the assurance engagement on reported performance information as described in the auditor’s report, we also:

- identify and assess risks of material misstatement of the reported performance information, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. In making those risk assessments, We consider internal control relevant to the management and reporting of performance information per selected objective in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the university’s internal control.
- evaluate the documentation maintained by the university that supports the generation, collation, aggregation, monitoring and reporting of performance indicators/measures and their related targets for the selected objectives.
- evaluate and test the reliability of information on performance achievement to determine whether it is valid, accurate and complete.

Communication with those charged with governance

We communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also confirm to the council that we have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to bear on our independence and, where applicable, related safeguards.



Financial Statements and Notes

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 December 2016

	Notes	2016	2015
		R'000	R'000
ASSETS			
NON-CURRENT ASSETS			
Property, plant and equipment	1	2 954 633	2 882 816
Other Assets	1.1	50 000	
Intangible assets	2	71 703	77 816
Investment property	3	25 078	25 858
Other investments	6	296 600	231 628
		3 398 013	3 218 118
CURRENT ASSETS			
Inventories	4	121 285	120 325
Trade and other receivables	5	345 052	374 975
Other investments	6	5 751 112	5 501 422
Pension fund asset	9.2	191 918	181 541
Cash and cash equivalents	7	207 003	572 017
		6 616 370	6 750 280
TOTAL ASSETS		10 014 383	9 968 398
EQUITY AND LIABILITIES			
RESTRICTED PPE DISTRIBUTABLE RESERVES			
Held for investment in property, plant and equipment	8	1 408 650	1 308 924
		1 408 650	1 308 924
DISTRIBUTABLE RESERVES			
Unrestricted	8	6 301 755	6 248 405
Restricted	8	34 717	31 116
		6 364 931	6 279 521
TOTAL EQUITY		7 745 122	7 588 445
NON-CURRENT LIABILITIES			
Post-employment medical obligations	9.1	753 570	717 246
Employee benefit liability in respect of pension fund guarantee	9.3	55 845	47 310
Accumulated leave liability	10	278 426	253 794
Funds administered on behalf of Department of Higher Education and Training	23.2.1	64 072	68 606
		1 151 913	1 086 956
CURRENT LIABILITIES			
Trade and other payables	11	698 542	808 029
Post-employment medical obligations	9.1	50 365	45 449
Accumulated leave liability	10	17 323	13 412
Deferred income	12	198 955	275 665
Student deposits	11.1	152 164	150 442
		1 117 349	1 292 997
TOTAL EQUITY AND LIABILITIES		10 014 383	9 968 398

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 31 December 2016

Notes	Education and General			Student and staff accommodation restricted C	2016	2015
	Council controlled unrestricted	Specifically funded activities restricted	Sub Total			
	A	B				
	R'000	R'000	R'000	R'000	R'000	R'000
RECURRENT ITEMS		187 236	(4 587)	182 649	182 649	(358 209)
INCOME		6 717 274	27 337	6 744 611	6 744 611	5 854 368
State subsidies and grants		2 878 517		2 878 517	2 878 517	2 283 615
Tuition and other fee income		2 666 805	24 027	2 690 832	2 690 832	2 994 139
Income from contracts		37 568		37 568	37 568	40 344
For research		37 545		37 545	37 545	40 227
For other activities		23		23	23	117
Sales of goods and services		201 033	2 881	203 914	203 914	245 374
Private gifts and grants		79 317	429	79 746	79 746	57 658
Interest and dividends	13	272 577		272 577	272 577	292 216
Fair value adjustment – investments	13	581 457		581 457	581 457	(58 978)
EXPENDITURE		6 530 038	31 924	6 561 962	6 561 962	6 212 577
Personnel costs	14	4 280 503		4 280 503	4 280 503	4 031 120
Academic & professional		1 833 670		1 833 670	1 833 670	1 657 075
Other personnel		2 446 833		2 446 833	2 446 833	2 374 045
Other current operating expenses	15	1 968 163	31 919	2 000 082	2 000 082	1 898 230
Depreciation and amortisation		281 012		281 012	281 012	275 575
Finance costs	16	360	5	365	365	7 652
NON-RECURRENT ITEMS		(821)		(821)	(821)	(368)
INCOME		(821)	243 081	242 260	242 260	245 351
Special projects DHET			67 341	67 341	67 341	61 413
(Loss) on disposal of PPE		(808)		(808)	(808)	(624)
Profit on investments		(13)		(13)	(13)	256
Teaching and research development			175 260	175 260	175 260	179 419
Staff restructuring			480	480	480	4 887
EXPENDITURE			243 081	243 081	243 081	245 719
Special projects DHET			67 341	67 341	67 341	61 413
Staff restructuring			480	480	480	4 887
Teaching and Research Development			175 260	175 260	175 260	179 419
NET SURPLUS		186 415	(4 587)	181 828	181 828	(358 577)
OTHER COMPREHENSIVE INCOME						
Re-measurement gains on defined benefit plans	9.5	(25 151)		(25 151)	(25 151)	15 357
TOTAL COMPREHENSIVE INCOME		161 264	(4 587)	156 677	156 677	(343 220)



CONSOLIDATED STATEMENT OF CHANGES IN FUNDS

For the year ended 31 December 2016

Notes	Operating Funds - unrestricted			Operating Funds - restricted			Property, Plant and Equipment (PPE)			Sub Total C	Total (A+B+C)	
	Accumulated funds Unrestricted	Unrestricted/ designated	Sub Total A	Restricted use funds Residence	Restricted use Funds reserves other	Trust Fund	Sub Total B	Restricted Use	Fixed Asset Fund PPE			Unrestricted Use
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
2015												
Balance as at 01.01.2015	6 347 628	311 310	6 658 938		31 055		31 055	42 427		1 199 245	1 241 672	7 931 665
Surplus	(417 316)		(417 316)		6 844		6 844	7 805		59 447	67 252	(343 220)
Transfers – Credit	311 310	(311 310)			(6 783)		(6 783)					(6 783)
Transfers– Debit	6 783		6 783									6 783
BALANCE AT 31.12.2015	6 248 405		6 248 405		31 116		31 116	50 232		1 258 692	1 308 924	7 588 445
2016												
Balance as at 01.01.2016	6 248 405		6 248 405		31 116		31 116	50 232		1 258 692	1 308 924	7 588 445
Surplus	53 303		53 303		3 643		3 643	8 690		91 036	99 726	156 677
Transfers – Credit	(581 303)		(581 303)		(42)		(42)					(581 345)
Transfers– Debit	42	581 303	581 345									581 345
BALANCE AT 31.12.2016	5 720 452	581 303	6 301 755		34 717		34 717	58 922		1 349 728	1 408 650	7 745 122

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December 2016

	Note	2016 R'000	2015 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash utilised in operations	20	(425 594)	(363 528)
Rental Income	13	4 780	4 324
Interest received	13	206 688	203 354
Dividends received	13	61 109	84 538
Finance cost	16	(365)	(7 652)
NET OUTFLOW FROM OPERATING ACTIVITIES		(153 382)	(78 964)
CASH FLOWS FROM INVESTING ACTIVITIES			
Acquisition of property, plant and equipment	1	(381 632)	(428 092)
Acquisition of investment property	3		(2 630)
Acquisition of intangible assets	2	(23 176)	(17 104)
Sale of investments		266 783	741 504
NET (OUTFLOW)/INFLOW FROM INVESTMENT ACTIVITIES		(138 025)	293 678
CASH FLOWS FROM FINANCING ACTIVITIES			
Interest-bearing borrowings repaid	10		(7 281)
NET OUTFLOW FROM FINANCING ACTIVITIES			(7 281)
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS		(291 407)	207 433
EFFECT OF FOREIGN EXCHANGE RATE FLUCTUATIONS		(73 607)	105 982
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR		572 017	258 602
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	7	207 003	572 017



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016

1 ACCOUNTING POLICIES

The accounting policies set out below have been applied consistently to all periods presented in these consolidated financial statements.

1.1 REPORTING ENTITY

The University of South Africa is an institution domiciled in South Africa. The consolidated financial statements of the University as at and for the year ended 31 December 2016 comprise the University and entities which the University has the power to control. The basis of consolidation of the consolidated financial statements is set out in point 2.3. The University as an educational institution is primarily involved in tuition, research and community service in South Africa and beyond.

1.2 REGISTERED OFFICE

Preller Street
Muckleneuk Ridge
Pretoria

2.1 STATEMENT OF COMPLIANCE

The consolidated financial statements are prepared in accordance and compliance with International Financial Reporting Standards, regulations for annual reporting by Higher Education Institutions and in the manner required by the Minister of Higher Education and Training in terms of section 41 of the Higher Education Act, 1997 (Act No. 101 of 1997), as amended.

2.2 BASIS OF PREPARATION

2.2.1 Basis of measurement

The consolidated financial statements have been prepared on the historical cost basis except for the following:

- financial instruments at fair value through profit or loss and,
- the defined benefit asset is recognised as the net total of plan assets, plus unrecognised past service cost and unrecognised actuarial losses, less unrecognised actuarial gains and the present value of the defined benefit obligation.

The methods used to measure fair values are discussed further in note 2.18.

2.2.2 Functional currency

The consolidated financial statements are presented in South African Rand, which is the University's functional currency, rounded to the nearest thousand.

2.2.3 Segment information and accumulated funds

A segment is a recognised component of the University that is engaged in undertaking activities and providing services that are subject to risks and returns different from those of other segments. Segmentation provided in the consolidated statement of comprehensive income of these financial statements is in terms of the guidelines prescribed by the Department of Higher Education and Training.



2.2.4 Specifically funded activities restricted (Education and general)

The specifically funded activities restricted consist mainly of research activity. Here decision-making rights over income earned and related expenses rest with researchers. Council retains an oversight role in regard to ensuring that expenditure is in accordance with the mandate received from funders.

2.2.5 Unrestricted Council controlled funds

The Council controlled segment predominantly represents the teaching component of the University. Decision-making rights relating to income earned in this segment rests with Council.

2.2.6 Non-distributable Reserve

This reserve relates to the funds earmarked for investment in property, plant and equipment.

2.2.7 Use of estimates and judgements

The preparation of the consolidated financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities as well as income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Judgements made by Management in the application of IFRS that have a significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year are discussed in note 22.

In particular, information about significant areas of estimation uncertainty and critical judgments in applying accounting policies that have the most significant effect on the amounts recognised in the consolidated financial statements are described in the following notes:

- Note 9 – measurement of defined benefit obligations
- Accounting policy 2.12 – inventory
- Accounting policy 2.11 and note 17 – valuation of financial instruments
- Accounting policy 2.4 – property, plant and equipment
- Accounting policy 2.10 – provisions

2.3 BASIS OF CONSOLIDATION

The consolidated financial statements include all assets and liabilities of the University of South Africa, the University of South Africa Foundation, and the University of South Africa Fund Inc. Entities are included in the consolidated financial statements when the University has the power to control the entities. Control is achieved when the University:

- has power over the investee
- is exposed, or has rights, to variable returns from its involvement with the investee: and
- has the ability to use its power to affect its returns.

Consolidation of a subsidiary begins when the University obtains control over the subsidiary and ceases when the University loses control of the subsidiary.



2.3.1 Transactions and grants eliminated on consolidation

Transactions

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

Grants

Grants between related funds are eliminated in the consolidated annual financial statements.

2.4 PROPERTY, PLANT AND EQUIPMENT

Recognition and measurement

Items of property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses. Land is stated at cost and is not depreciated as it is deemed to have an unlimited useful life. Property, plant and equipment acquired by means of donations are recorded at nominal value. Artwork is recorded at cost or the estimated fair value at the date of the donation. The fair value is deemed to be a reasonable market value at the date of the donation or the purchase price item. The useful life of artworks is determined to be indefinite. The carrying value is reviewed annually and adjusted for impairment when necessary.

Cost includes expenditure that is directly attributable to the acquisition of the items of property, plant and equipment. The cost of self-constructed items of property, plant and equipment includes the cost of materials and direct labour, any other costs directly attributable to bringing the item to a working condition for its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located.

Work in progress includes all expenditure that is directly attributable to the construction of the items of property, plant and equipment, until the construction is completed and an occupation certificate is issued. Work in progress is capitalised during the construction phase and only depreciated once the building is available for occupation.

Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

Depreciation

Depreciation is the systematic allocation of the depreciable amount of an item of property, plant and equipment over its estimated useful life. Depreciation is charged on the depreciable amount to profit or loss on a straight-line basis over the estimated useful lives of the property, plant and equipment. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the period and are treated as changes in accounting estimates.

The depreciable amount is the difference between the cost of an item of property, plant and equipment and its residual value.

Residual value is the estimated amount that the University would currently obtain from disposal of the item of property, plant and equipment, after deducting the estimated costs of disposal, if the item of property, plant and equipment was already of age and in the condition expected at the end of its useful life.

Leased assets are depreciated over the shorter of the lease term and their useful lives, unless it is reasonably certain that the University will obtain ownership by the end of the lease term.

The estimated useful live for the current and periods are as follows:

- Motor vehicles and farm equipment 5 years
- Laboratory equipment 5–35 years
- Computer equipment 3–8 years



- Furniture and equipment 5–60 years
- Buildings and improvements 75 years
- Library Books 3 years

Where components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment.

The residual values, depreciation method and useful lives of items of property, plant and equipment are reassessed annually and adjusted prospectively, if appropriate.

Subsequent expenditure relating to an item of property, plant and equipment is capitalised when it is probable that future economic benefits from the use of the item of property, plant and equipment will flow to the entity and the costs can be measured reliably. All other subsequent expenditure is recognised as an expense in the period in which it is incurred. Profits/ (losses) on the disposal of items of property, plant and equipment are recognised in profit or loss. The profit or loss is the difference between the net disposal proceeds and the carrying amount of the item of property, plant and equipment.

Routine maintenance costs are recognised in profit or loss as they are incurred. The costs of major maintenance or overhaul of an item of property, plant or equipment are recognised as an expense, except if the cost had been recognised as a separate part of the cost of the item of property, plant and equipment.

2.5 INVESTMENT PROPERTIES

Investment properties are properties which are either held to earn rental income and/or for capital appreciation but not for sale in the ordinary course of business, for use in the production or supply of goods or services, or for administrative purposes. Owner-occupied properties are held for educational activities and administrative purposes. This distinguishes owner-occupied properties from investment properties.

Investment properties are carried at cost less accumulated depreciation and accumulated impairment losses. Depreciation is calculated by using the straight-line method to write off the depreciable amount over the investment property's estimated useful life.

The useful life for the current and prior period is:

- Buildings and improvements – 50 years

On disposal of an investment property, the difference between the net disposal proceeds and the carrying amount is recognised in profit or loss.

2.6 INTANGIBLE ASSETS

An intangible asset is an identified, non-monetary asset that has no physical substance. An intangible asset is recognised when:

- it is identifiable
- the University has control over the asset as a result of a past event
- it is probable that economic benefits will flow to the University and
- the cost of the asset can be measured reliably

The amortisation period, residual values and amortisation method are reassessed annually.

2.6.1 Research

Expenditure on research activities undertaken with the prospect of gaining new scientific or technical knowledge and understanding is recognised in profit or loss when incurred.



2.6.2 Computer software

Acquired computer software that is significant and unique to the business is capitalised as an intangible asset on the basis of the cost incurred to acquire and make available for use the specific software.

Costs associated with maintaining computer software programmes are capitalised as intangible assets only if they qualify for recognition. In all other cases, these costs are recognised as an expense as incurred.

Costs that are directly associated with the development and production of identifiable and unique software products controlled by the University and that will probably generate economic benefits exceeding one year are recognised as intangible assets. Direct costs include the costs of software development, employees' costs and an appropriate allocation of relevant overheads.

Computer software is amortised on a straight line basis over its estimated useful life from the date it becomes available for use.

The useful life for the current and prior period is:

- Capitalised software 3–10 years

Subsequent expenditure on capitalised intangible assets is capitalised when it increases the future economic benefits embodied in the specific asset to which it relates and the costs can be measured reliably. All other expenditure is expensed as incurred.

2.6.3 Library Databases

Acquired access to databases that are significant to the business is capitalised as an intangible asset based on the cost incurred to acquire the specific database.

In the event the database acquired has perpetual access, the asset useful lives an assessed for impairment annually.

Since the databases are regularly updated, subsequent expenditure is amortised on a straight line basis over the estimated useful life from the date access is granted

The useful life for the current and prior period is:

- Capitalised access 3–10 years

Subsequent expenditure on capitalised intangible assets is capitalised when it increases the future economic benefits embodied in the specific asset to which it relates and the costs can be measured reliably. All other expenditure is expensed as incurred.

2.7 IMPAIRMENT OF FINANCIAL AND NON-FINANCIAL ASSETS

The carrying amounts of the University's assets other than inventories are reviewed at each reporting date to determine whether there is any indication of impairment. If there is any indication that an asset may be impaired, its recoverable amount is estimated.

The allowance accounts in respect of student and other receivables are used to record impairment losses unless the University is satisfied that no recovery of the amount owing is possible. At that point the amounts considered irrecoverable are written off directly against the financial asset.

The impairment of student receivables, loans and other receivables is established when there is objective evidence that the University will not be able to collect all amounts due in accordance with the original terms of the credit/loans given, and includes an assessment of recoverability based on historical trend analyses and events that exist at the reporting date. In assessing collective impairment the University uses historical trends of the probability of default, the timing of recoveries and the amount of loss incurred, adjusted for management's judgement. The amount of the impairment adjustment is the difference between the carrying value and the present value. For debtors, impairment losses are recognised in profit or loss.



For loans and receivables the adjustment is established when there is objective evidence that the University will not be able to collect all amounts due according to the original terms of the loan or receivable. Objective evidence includes default of delinquency by a debtor or adverse changes in the payment status of debtors to the University.

An impairment loss is recognised if the carrying amount of a non-financial asset or its cash-generating unit exceeds its recoverable amount. A cash-generating unit is the smallest identifiable asset group that generates cash flows that are largely independent from other assets and groups.

Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of cash-generating units are allocated to reduce the carrying amount of the other assets in the unit (group of units) on a pro rata basis.

2.7.1 Calculation of recoverable amount

The recoverable amount of the University's investments in receivables carried at amortised cost is calculated as the present value of estimated future cash flows, discounted at the original effective interest rate (the effective interest rate computed at initial recognition of these financial assets). Receivables with a short duration are not discounted.

The recoverable amount of a non-financial asset is the greater of its value in use and its fair value less cost to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

2.7.2 Reversals of impairment

In respect of other non-financial assets, impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists.

In respect of non-financial assets, an impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

An impairment loss in respect of receivables carried at amortised cost is reversed if the subsequent increase in recoverable amount can be related objectively to an event occurring after the impairment loss was recognised. The reversal of impairment losses on these financial assets is recognised in profit or loss.

2.8 FOREIGN CURRENCIES

The foreign currency gain or loss on monetary items is the difference between amortised cost in the functional currency at the beginning of the period, adjusted for effective interest and payments during the period, and the amortised cost in foreign currency translated at the exchange rate at the end of the period.

Foreign currency transactions are translated to the University's functional currency at the exchange rates prevailing at the date of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to the functional currency at rates of exchange ruling at the end of the financial year.

It is not the policy of the University to take out forward exchange contracts on foreign currency transactions entered into.



2.9 LEASES

2.9.1 Finance leases

Leases of property, plant and equipment where the University obtains substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalised. All other leases are classified as operating leases. The classification is based on the substance and financial reality of the whole transaction rather than the legal form. Leases of land and buildings are analysed separately to determine whether each component is an operating or finance lease.

At the commencement of the lease term, finance leases are recognised as assets and liabilities in the statement of financial position at an amount equal to the fair value of the leased asset or, if lower, the present value of the minimum lease payments. Any direct costs incurred in negotiating or arranging a lease is added to the cost of the asset. The discount rate used in calculating the present value of minimum lease payments is the rate implicit in the lease.

Capitalised leased assets are accounted for as property, plant and equipment. They are depreciated using the straight-line basis at rates considered appropriate to write off the depreciable amount over the estimated useful life. Where it is not certain that an asset will be taken over by the University at the end of the lease, the asset is depreciated over the shorter of the lease period and the estimated useful life of the asset.

Finance lease payments are allocated between the lease finance cost and the capital repayment using the effective interest method. Lease finance costs are charged to operating costs as they become due.

2.9.2 Operating leases

Operating lease payments are recognised in profit or loss on a straight-line basis over the lease term. In negotiating a new or renewed operating lease, the lessor may provide incentives for the University to enter into the agreement, such as up-front cash payments or an initial rent-free period. These benefits are recognised as a reduction in the rental expense over the lease term on a straight-line basis.

2.10 PROVISIONS

Provisions are recognised when the University has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made. Provisions are determined by discounting the expected future cash flows at a rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

2.11 FINANCIAL INSTRUMENTS

Non-derivative financial instruments comprise investments in equity and debt securities, student and other receivables, cash and cash equivalents, loans and borrowings, and trade and other payables. Financial assets and financial liabilities are recognised when a group entity becomes a party to the contractual provisions of the instruments.

2.11.1 Measurement

Non-derivative financial instruments are recognised initially at fair value plus, for instruments not at fair value through profit or loss, directly attributable transaction costs, and for financial instruments through profit or loss, excluding attributable costs. Subsequent to initial recognition non-derivative financial instruments are measured as described below.

2.11.2 Interest-bearing borrowings

Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost using the effective interest method, less any impairment losses.

2.11.3 Student and other receivables

Student and other receivables are subsequently classified as loans and receivables and measured at amortised cost using the effective interest method less any impairment losses.

2.11.4 Cash and cash equivalents

Cash and cash equivalents are measured at amortised cost, using the effective interest method. For the purpose of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held on call with banks, and investments in money market instruments, net of bank overdrafts, all of which are available for use by the University unless otherwise stated. Bank overdrafts that are repayable on demand and form an integral part of the University's cash management are included as a component of cash and cash equivalents for the purpose of the statement of cash flows.

2.11.5 Trade and other payables

Trade and other payables are liabilities to pay for goods or services that have been received or supplied and have been invoiced or formally agreed with the supplier. Trade payables are subsequently carried at amortised cost using the effective interest method.

2.11.6 Loans and receivables

Loans and receivables are stated at amortised cost, less any impairment losses. Amortised cost represents the original invoice amount less principal repayments received, the impact of discounting to net present value and impairment adjustments, where applicable.

2.11.7 Recognition and de-recognition

A financial instrument is recognised when the University becomes a party to the contractual provisions of the instrument. Financial assets are derecognised when the University's contractual rights to the cash flows from the financial assets expire or if the University transfers the financial asset to another party without retaining control or substantially all risks and rewards of the asset. Regular way purchases and sales of financial assets are accounted for at trade date (the date that the University commits itself to purchase or sell the asset). Financial liabilities are de-recognised when the University's obligations specified in the contract expire or are discharged or cancelled.

2.11.8 Offset

Financial assets and financial liabilities are offset and the net amount reported in the statement of financial position when the University has a legally enforceable right to set off the recognised amounts, and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

2.11.9 Investments at fair value through profit or loss

An instrument is classified as at fair value through profit or loss if it is held for trading or is designated as such upon initial recognition. Financial instruments are designated at fair value through profit or loss if the University manages such investments and makes purchase and sale decisions based on their fair value in accordance with the University's documented risk policy. Financial instruments at fair value through profit or loss are measured at fair value, and changes therein are recognised in profit or loss. Fair value movement recognised in profit or loss excludes interest and dividends.

2.12 INVENTORY

Inventory is stated at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated cost of completion and selling expenses. The cost of inventories comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition, and is determined using the weighted average cost method. Obsolete, redundant and slow moving inventories are identified on a regular basis and are written down to their estimated scrap values.



2.13 NORMAL TAXATION

The University is exempted from normal taxation in terms of section 10 of the South African Income Tax Act, 1962 (Act No. 58 of 1962).

2.14 FINANCE COSTS AND INCOME

The interest expense component of finance lease payments is recognised in profit or loss using the effective interest method. Interest income is recognised in profit or loss as it accrues, using the effective interest method.

2.15 RELATED PARTIES

Related parties are considered to be related if one party has the ability to control or jointly control the other party or exercise significant influence over the other party in making financial and operational decisions. Key Management staff and their close family members are also regarded as related parties. Key Management staff are those persons having authority and responsibility for planning, directing and controlling the activities of the University.

2.16 CONTINGENT ASSETS

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the University.

Such contingent assets are only recognised in the financial statements where the realisation of income is virtually certain. If the inflow of economic benefits is only probable, the contingent asset is disclosed as a claim in favour of the University but not recognised in the statement of financial position.

2.17 CONTINGENT LIABILITIES

A contingent liability is a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the University, or a present obligation that arises from past events but is not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation or the amount of the obligation cannot be measured with sufficient reliability.

If the likelihood of an outflow of resources is remote, the possible obligation is neither a provision nor a contingent liability and no disclosure is made.

2.18 DETERMINATION OF FAIR VALUES

A number of the University's accounting policies and disclosures require the determination of fair values, for both financial and non-financial assets and liabilities. Fair values have been determined for measurement and/or disclosure purposes based on the methods indicated below. Where applicable, further information about the assumptions made in determining fair values is disclosed in the notes specific to that asset or liability.

2.18.1 Investment property

An external, independent valuation company, having appropriate recognised professional qualifications and recent experience in the location and category of property being valued, values the University's investment property portfolio. The fair values are based on market values, being the estimated amount for which a property could be exchanged on the date of the valuation between a willing buyer and a willing seller in an arm's length transaction after proper marketing wherein the parties had each acted knowledgeably, prudently and without compulsion.

In the absence of current prices in an active market, the valuations are prepared by considering the aggregate of the estimated cash flows expected to be received from renting out the property. A yield



that reflects the specific risks inherent in the net cash flows is then applied to the net annual cash flows to arrive at the property valuation.

2.18.2 Investments in equity and debt securities

The fair value of financial assets at fair value through profit or loss is determined by reference to their quoted bid price at the reporting date.

2.18.3 Trade and other receivables

The fair value of student and other receivables is estimated as the present value of future cash flows, discounted at the market rate of interest at the reporting date.

2.19 REVENUE

2.19.1 Goods sold

Revenue from the sale of goods is measured at the fair value of the consideration received or receivable, net of returns and allowances and discounts. Revenue is recognised when the significant risks and rewards of ownership have been transferred to the buyer, recovery of the consideration is probable, the associated costs and possible return of goods can be measured reliably, the amount of revenue can be measured reliably, and there is no continuing management involvement with the goods.

2.19.2 Services and tuition fees

Revenue from services rendered is recognised in profit or loss in proportion to the stage of completion of the transaction at the reporting date. Stage of completion is assessed based on the proportion that costs incurred to date bear to the estimated total costs, subject to recoverability. Tuition fees are recorded as income in the period to which it relates. Deposits received from prospective students are recognised as income once the service has been rendered.

2.19.3 Rental income

Rental income from investment property is recognised in profit or loss on a straight-line basis over the term of the lease. Lease incentives granted are recognised as an integral part of the total rental income over the term of the lease.

2.19.4 Government grants

An unconditional government grant or subsidy is recognised in profit or loss when the grant becomes receivable. Other conditional government grants are recognised initially as deferred income when there is reasonable assurance that they will be received and that the University will comply with the conditions associated with the grant. Grants that compensate the University for expenses incurred are recognised in profit or loss on a systematic basis in the same periods in which the expenses are recognised.

Non-monetary assets received through a government grant are accounted for at a nominal amount.

2.19.5 Donations

Donations are recognised as income when received.

2.19.6 Dividend and interest income

Dividend income is recognised when the right to receive payment is established.



2.20 EMPLOYEE BENEFITS

2.20.1 Short-term employee benefits

The cost of all short-term employee benefits is recognised during the period in which the employee renders the related service. The accruals for employee entitlements to salaries and annual leave represent the amount which the University has a present obligation to pay as a result of employee services provided to the reporting date. The accruals have been calculated at undiscounted amounts based on current salary rates.

2.20.2 Long-term service benefits

The University's net obligation in respect of long-term service benefits, other than pension plans, is the amount of future benefit that employees have earned in return for their service in the current and prior periods. The obligation is calculated using the projected unit credit method and is discounted to its present value and the fair value of any related assets is deducted. Any actuarial gains and losses are recognised in profit or loss in the period in which they arise. The discount rate is the yield at the reporting date on AAA credit rated bonds that have maturity dates approximating to the terms of the University's obligation.

2.20.3 Termination benefits

Termination benefits are recognised as an expense in profit and loss when the University is demonstrably committed without realistic possibility of withdrawal to a formal detailed plan to terminate employment before the normal retirement date. Termination benefits for voluntary redundancies are recognised if the University has made an offer encouraging voluntary redundancy, if it is probable that the offer will be accepted, and the number of acceptances can be estimated reliably.

2.20.4 Defined contributions plans

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution retirement plans are recognised as an employee benefit expense in profit or loss when they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in future payments is available.

2.20.5 Defined benefit plans

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan.

The University's net obligation in respect of defined benefit retirement plans is calculated separately for each plan by estimating the amount of future benefits that employees have earned in return for their service in the current and prior periods. That benefit is discounted to determine its present value.

The fair value of any plan assets and any unrecognised past service costs is deducted. The discount rate is the market yield at the reporting date on government bonds that have maturity dates approximating to the terms of the University's obligations. The calculation is performed by a qualified actuary using the projected unit credit method.

When the benefits of a plan are improved, the portion of the increased benefit relating to past service by employees is recognised as an expense in profit or loss on a straight-line basis over the average period until the benefits become vested. To the extent that the benefits vest immediately, the expense is recognised immediately in profit or loss.



When the calculation results in a benefit to the University, the recognised asset is limited to the net total of any unrecognised past service costs and the present value of any future refunds from the plan or reductions in future contributions to the plan.

The University recognises all actuarial gains and losses arising from defined benefit plans immediately in other comprehensive income.

2.21 BASIS OF APPORTIONMENT BETWEEN FUNDS

2.21.1 Short-term assets and liabilities

Short-term assets and liabilities are accounted for in the various fund groups in which the related additions and deductions are reflected.

2.21.2 Investment income

The allocation of investment income and realised profits or losses on pooled investments is based on the effective monthly balances. Funds in the fund group restricted use and funds of Institutes and Centres which are not in terms of University policy invested in listed bonds and equities do not share in the investment income and the realised profits or losses of these investments.

2.22 OTHER

2.22.1 Transfers

Transfers are made to reserves in respect of property, plant and equipment to make provision for current and future fixed asset renovations, upgrading, acquisitions and maintenance.

2.22.2 Funds administered on behalf of Department of Higher Education and Training

As legal successor for the former Vista University, the University administers the medical aid liability of the Vista pensioners on behalf of the Department of Higher Education and Training. These funds are recognised as a non-current liability.



NOTE 1: PROPERTY, PLANT AND EQUIPMENT

Note	Land and buildings	Furniture and equipment	Computer equipment and leased assets	Vehicles & farm equipment	Laboratory, museum, art and audio-visual	Library	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
At 1 January 2015							
Cost	2 280 869	431 367	410 926	15 596	253 349	657 672	4 049 779
Accumulated depreciation	(334 813)	(173 208)	(148 750)	(8 360)	(48 043)	(604 064)	(1 317 238)
Net carrying value	1 946 056	258 159	262 176	7 236	205 306	53 608	2 732 541
At 31 December 2015							
Opening net book amount	1 946 056	258 159	262 176	7 236	205 306	53 608	2 732 541
Transfer to investment property	(4 455)						(4 455)
Transfer from Assets held for sale	584						584
Additions	65 667	34 052	124 257	2 879	149 434	51 802	428 091
Disposals		(6)	(43 902)	(317)	(50)	(53 593)	(97 868)
Depreciation on disposals			43 288	317	46	53 593	97 244
Depreciation	(48 148)	(45 348)	(93 160)	(1 622)	(41 518)	(43 525)	(273 321)
Closing net carrying value	1 959 704	246 857	292 659	8 493	313 218	61 885	2 882 816
At 1 January 2016							
Cost	2 342 766	465 413	491 282	18 159	402 733	655 881	4 376 234
Accumulated depreciation	(383 062)	(218 556)	(198 623)	(9 666)	(89 515)	(593 996)	(1 493 418)
Net carrying value	1 959 704	246 857	292 659	8 493	313 218	61 885	2 882 816
At 31 December 2016							
Opening net book amount	1 959 704	246 857	292 659	8 493	313 218	61 885	2 882 816
Additions	92 852	1 649	5 077	1 115	206 867	29 277	336 836
Disposals			(1 284)	(5 239)	(3)	(45 649)	(52 174)
Depreciation on disposals			307	1 213	2	45 649	47 170
Depreciation	(48 876)	(47 084)	(56 861)	(2 193)	(65 599)	(39 403)	(260 016)
Closing net carrying value	2 003 680	201 422	239 898	3 389	454 485	51 759	2 954 633
At 31 December 2016							
Cost	2 435 618	467 062	495 075	14 035	609 597	639 509	4 660 896
Accumulated depreciation	(431 938)	(265 640)	(255 177)	(10 646)	(155 112)	(587 750)	(1 706 264)
Net carrying value	2 003 680	201 422	239 898	3 389	454 485	51 759	2 954 633
Net carrying value							
At 31 December 2016	2 003 680	201 422	239 898	3 389	454 485	51 759	2 954 633
At 31 December 2015	1 959 704	246 857	292 659	8 493	313 218	61 885	2 882 816

A register of land and buildings owned by the University is available at the University's registered address. The University is not permitted to dispose of or alienate land and buildings without the approval of the Minister.

Land included in the above land and buildings

	2016	2015
	R'000	R'000
Balance as at 1 January	154 442	154 442
Balance as at 31 December	154 442	154 442

NOTE 1.1: OTHER ASSETS

Deposit in the construction joint library

The University entered into a collaboration agreement with Universities' of Fort Hare and Walter Sisulu, to provide library services to the students in East London. The construction will be complete in 2018, where after the University will provide library services to its students. The 3 universities will carry the costs of the operating expenses in the ratio 45:45:10 respectively

	2016	2015
	R'000	R'000
	50 000	-
Balance as at 31 December	50 000	-

NOTE 2: INTANGIBLE ASSETS

Computer Software & Library Databases

	2016	2015
	R'000	R'000
Cost		
Balance as at 1 January	173 405	156 301
Acquisitions	23 176	17 104
Write off	(8 781)	
Balance as at 31 December	187 800	173 405
Accumulated amortisation		
Balance as at 1 January	(95 589)	(68 322)
Amortisation for the year	(29 289)	(27 267)
Write off	8 781	
Balance as at 31 December	(116 097)	(95 589)
Carrying value		
At 31 December	71 703	77 816



NOTE 3: INVESTMENT PROPERTY

	2016	2015
	R'000	R'000
Cost		
Balance as at 1 January	34 120	26 589
Transferred to Property, Plant & Equipment		4 900
Additions		2 631
Balance as at 31 December	34 120	34 120
Accumulated depreciation and impairment losses		
Balance as at 1 January	(8 262)	(5 793)
Transferred to Property, Plant & Equipment		(445)
Depreciation for the year	(780)	(2 024)
Balance as at 31 December	(9 042)	(8 262)
Carrying value		
At 31 December	25 078	25 858

The investment property was valued during 2014 by Corporate Valuations CC, a registered independent property appraiser having an appropriate recognised professional qualification and recent experience in the location and category of the property being valued. Fair values were determined by using the income capitalisation method. The fair value as determined by the property appraiser as at 31 May 2015 amounted to R42,7 million. University's assessment of the valuation indicated no significant change in the fair value of the property as at the reporting date. The property will be valued in 2019.

Rental income from investment property amounted to R4,780 million (2015: R4,324 million) and the direct operating expenses amounted to R0,035 million (2015: R0,526 million).

A register of the land and buildings included in investment properties is available at the University's registered address.

NOTE 4: INVENTORIES

	2016	2015
	R'000	R'000
Study materials and courseware	94 614	93 371
Work in process	7 261	7 914
Technical inventories	1 825	2 125
Consumable inventory	17 585	16 915
	121 285	120 325

NOTE 5: TRADE AND OTHER RECEIVABLES

	2016	2015
	R'000	R'000
Student receivables core	114 434	170 052
Prepayments	30 043	61 445
Department of Higher Education and Training	126 473	24 523
Accrued interest	25 169	23 467
National Student Financial Aid Scheme (NSFAS)	5 774	65 331
Other receivables	43 159	30 157
	345 052	374 975

All receivables are net of provision.

Trade receivables are non-interest bearing and are generally on 60 -120 days. As at 31 December 2016 trade receivables of an initial value of R134.2 million (2015: R163.1 million) were impaired and fully provided for. See below for the movements in the provision for impairment of receivables.

Movement in the allowance for impairment in respect of student and other receivables

Student receivables

Balance as at 1 January	94 084	69 151
Impairment loss reversed	(118 080)	(57 386)
Impairment loss recognised	79 158	82 319
Balance as at 31 December	55 162	94 084

Other receivables

Balance as at 1 January	69 031	73 220
Impairment loss reversed	(5 548)	(23 810)
Impairment loss recognised	15 562	19 621
Balance as at 31 December	79 045	69 031

Total allowance for impairment

134 207	163 115
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The University's exposure to credit, currency and interest rate risks relating to trade and other receivables is disclosed in note 17.

NOTE 6: OTHER INVESTMENTS

	2016	2015
	R'000	R'000
Non-current investments		
Designated at fair value through profit and loss	296 600	231 628
Current investments		
Designated at fair value through profit and loss	64 004	68 498
Held for trading instruments	5 687 108	5 432 924
	5 751 112	5 501 422
	6 047 712	5 733 050

The University's exposure to credit, currency and interest rate risks relating to other investments is disclosed in note 17.



NOTE 7: CASH AND CASH EQUIVALENTS

	2016	2015
	R'000	R'000
Bank balances and cash on hand	131 581	215 535
Short-term bank deposits, money market deposits	75 422	356 482
	207 003	572 017

The weighted average effective interest rate, for the year, earned on short-term bank deposits was 7.9% (2015: 6.63%). The University's exposure to interest rate risks and a sensitivity analysis for financial assets and liabilities are disclosed in note 17. In previous years the amount for money market deposits was split between deposits and the cash portfolio. These items are regarded as having the same nature and are therefore combined.

NOTE 8: FUNDS

	2016	2015
	R'000	R'000
Property, plant and equipment distributable reserves		
Held for investment in property, plant and equipment.		
The balance represents funds set aside for investment in property, plant and equipment.	1 408 650	1 308 924
Distributable reserves		
Unrestricted	6 301 755	6 248 405
The balance represents operating funds controlled by Council.		
Restricted	34 717	31 116
The balance represents operating funds restricted for specific use.		

NOTE 9: POST-EMPLOYMENT OBLIGATIONS

9.1 Post-Employment Medical Obligations: Former UNISA, TSA and Vista (Vudec)

In accordance with past personnel practice, the Council has undertaken to make contributions to a defined benefit plan that provides medical benefits for employees upon retirement. The plan entitles retired employees and future retirees of the former Unisa to receive the following contributions:

- Employees who retired up to and including 30 June 1990 – 100% of the premium;
- Employees who retired on or after 1 July 1990 and were employed by Unisa before 1 February 1996, receive a subsidy of 80% of contributions to Bonitas and 73,44% of contributions to Bestmed;
- Employees who are employed as from 1 February 1996 up to and including 31 August 2003 – 50% of the premium;
- Employees who are employed as from 1 September 2003 – 2% per year of employment with a maximum of 50% of the premium;
- TSA members receive a subsidy of 60% of contributions, inclusive of any savings account contribution, on retirement;
- Vudec members receive a subsidy of 70% of contributions. The entitlement of these benefits is based upon employment prior to 1 January 2000;
- Employees employed after 31 December 2005 receive no post-retirement medical benefits.

**Amounts recognised in the statement of financial position:**

	2016	2015
	R'000	R'000
Post-employment defined benefit medical obligations	803 935	762 695

Non-Current

Post-employment defined benefit medical obligations	753 570	717 246
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Amounts payable within one year, included in current liabilities

Post-employment defined benefit medical obligations	50 365	45 449
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The present value of this commitment is valued by an independent actuary, based on the specific contribution rates, and the costs are spread over the expected remaining period of employment.

The post-employment medical obligation is unfunded. The last actuarial valuation was at 31 December 2016.

	2016	2015
	R'000	R'000
Liability		
Present value of unfunded defined benefit obligation	803 935	762 695
Present value of unfunded defined benefit obligation comprises liabilities towards:		
Active employees	167 266	163 536
Continuation members	636 669	599 159
	803 935	762 695

Amounts recognised in profit or loss

Included as personnel costs in profit or loss

Current service cost	6 890	6 941
Interest cost	74 368	57 407
	81 258	64 348

Movement in the net liability recognised in the statement of financial position is as follows:

Net liability at beginning of year	762 695	722 204
Expense recognised in profit or loss	81 258	64 348
Actuarial gains	5 431	18 694
Benefits payments	(45 449)	(42 551)
Liability at end of year	803 935	762 695

Historical information

	2016	2015	2014	2013	2012
	R'000	R'000	R'000	R'000	R'000
Experience adjustments arising on plan liabilities	(5 431)	(18 694)	(25 786)	(2 824)	(61 810)

Membership

	2016	2015
Active employees	210	229
Continuation members	888	878
Total number of members at year end	1 098	1 107

There has been a decrease in the number of active employees due to employees accepting a buy-out option. Liability buy-out options were offered to current employees, eligible as at 31 December 2005. At 31 December 2016, 210 active employees have chosen not to elect the buy-out option.

Valuation assumptions

	2016	2015
Discount rate	9.23%	10.05%
Healthcare inflation costs	8.48%	9.49%
Real discount rate	0.69%	0.51%

Sensitivity analysis

	Variation	Current Obligations	Revised Obligations	% Change
		R'000	R'000	
Assumptions				
Real discount rate	-100 basis points			
Active members		167 266	197 424	18.0%
Continuation members		636 669	696 786	9.4%
		803 935	894 210	
Real discount rate	+100 basis points			
Active members		167 266	143 211	-14.4%
Continuation members		636 669	585 459	-8.0%
		803 935	728 670	
Medical inflation rate	1% increase	803 935	843 151	4.9%
	1% decrease	803 935	693 682	-13.7%
Medical cost trends				
	1% increase	803 935	87 468	11.1%
	1% decrease	803 935	71 199	-9.5%

9.2 Defined benefit pension fund asset

The assets of the Unisa Retirement Fund ("Unisarf", or the "Fund") are held independently of the University of South Africa's assets in a separate trustee-administered fund.

The Fund is valued by independent actuaries every three years, in line with the statutory requirement in terms of Section 16(8) of the Pension Funds Act. The last statutory valuation was undertaken with an effective date of 31 December 2014 and the Valuator reported that the Fund was in a sound financial position at that date. The next statutory valuation is to be performed with an effective date of 31 December 2017.

A valuation has been carried out as at 31 December 2016 specifically for the purposes of the University's IAS19 disclosure requirement. The purpose of this valuation is to quantify the net pension asset or liability in respect of the defined benefit element of Unisarf for recognition in terms of the IAS19 accounting standard. The movement in the value in the Fund's defined benefit assets and liabilities has been shown below.

	2016	2015
	R'000	R'000
Projected benefit obligations	(1 054 563)	(856 295)
Fair value of plan assets	1 240 462	1 110 324
Pension fund asset at year end	185 899	254 029
Asset Limitation	6 019	(72 488)
Pension fund asset at year end after asset limitation	191 918	181 541

Plan assets comprise

Equity securities	578 014	456 343
Bonds and cash	662 448	653 981
	1 240 462	1 110 324

At 31 December 2016, 46.6% (2015:41.1%) of the plan assets were invested in equity securities and 53.4 % (2015: 58.9%) were invested in bonds and cash.

Movement in the present value of the defined benefit obligations

Defined benefit obligation 1 January	856 295	733 448
Transfers in – new pensioner capital	170 557	133 464
Benefits paid by the plan (net of reinsurance recoveries)	(74 814)	(68 356)
Current service cost and interest	93 860	71 071
Actuarial gains/(losses) recognised	8 665	(13 332)
Defined benefit obligation as at 31 December	1 054 563	856 295

Movement in the present value of plan assets

Fair value of plan assets at 1 January	1 110 324	934 905
Transfers in – new pensioner capital	170 557	133 464
Benefits paid by the plan	(74 814)	(68 356)
Expected return on plan assets	115 820	84 169
Actuarial (losses)/gains	(81 425)	26 142
Fair value of plan assets at 31 December	1 240 462	1 110 324

**Historical information:**

	2016	2015	2014	2013	2012
	R'000	R'000	R'000	R'000	R'000
Present value of the defined benefit obligations	(1 054 563)	(856 295)	(733 448)	(637 209)	(569 517)
Fair value of plan assets	1 240 462	1 110 324	934 905	841 026	627 264
Pension fund asset at year end	185 899	254 029	201 457	203 817	57 747
Asset limitation	6 019	(72 488)	(45 486)	(117 314)	
Pension fund asset at year end after asset limitation	191 918	181 541	155 971	86 503	57 747
Experience adjustments arising on plan liabilities	8 665	(13 332)	38 957	(59 260)	(53 765)
Experience adjustments arising on plan assets	(81 425)	26 142	21 704	85 751	26 611

Amounts recognised in profit or loss and other comprehensive income:

	2016	2015
	R'000	R'000
Current service costs	3 130	4 074
Interest on obligation	90 730	66 997
Expected return on plan assets	(115 820)	(84 169)
	(21 960)	(13 098)

Movements in the pension fund asset recognised in the statement of financial position are as follows:

Net asset at beginning of year	181 541	155 971
Net movement for the year	10 377	25 570
Net asset at end of year	191 918	181 541
Actual return on plan assets	12.2%	12.2%

Key valuation assumptions

Investment returns	9.20%	10.00%
Inflation	6.60%	7.40%
Salary increases	9.30%	10.10%
Pension increase	3.30%	3.70%
Pensioner mortality	PA(90)-1*	PA(90)-1*
Capitalisation factor for minimum benefit	6% PA(90)-1*	6% PA(90)-1*
Discount rate	9.20%	10.00%

The expected return on assets in 2016 and 2015 is the same as the rate used to discount the liabilities in each respective year, thus no provision has been made for the equity risk premium.

* Per the standard actuarial tables.



Sensitivity analysis

The sensitivity of the pension fund surplus to changes in certain key valuation assumptions is disclosed below:

	Variation	Current Assets	Revised Asset	% Change
Assumption				
Investment return	1% decrease	1 240 462	(8 672)	-104.7%
Investment return	1% increase	1 240 462	191 918	3.2%
Salary increases	1% increase	1 240 462	191 918	3.2%
Salary increases	1% decrease	1 240 462	81 882	-56.0%

The University expects R366 million in contributions to be paid to the funded defined benefit plan of which employee contributions are R162 million and employer contribution is R204 million in the next financial year.

9.3 National Tertiary Retirement Fund guarantee

In November 1994, the former TSA withdrew from the Government pension fund and transferred their funds to the National Tertiary Retirement Fund (NTRF). The NTRF is a defined contribution fund governed by the Pensions Act, 1956. In terms of the conditions of transfer, staff members who were in the employ at 30 November 1994 and members of the Government pension fund were guaranteed that they would not be worse off than if they remained on the defined benefit scheme. Any liability arising from the guaranteed amount is accounted for as a defined benefit obligation.

The fund is financed by employer and employee contributions and designated investment income. The University's contributions in respect of the defined benefit structure are based on actuarial advice and are shown in profit or loss. It is policy to ensure that the fund is adequately funded to provide the benefits of members, and particularly to ensure that any shortfall with regard to the defined benefit structure is being met by additional contributions.

A valuation has been carried out as at 31 December 2016 specifically for the purposes of the University's IAS19 disclosure requirement. The purpose of this valuation is to quantify the net pension asset or liability in respect of the defined benefit element of the NTRF for recognition in terms of the IAS19 accounting standard. Liabilities in respect of the defined benefit structure are calculated based on assumptions regarding the expected experience in respect of death, withdrawals, early retirement, family statistics, rate of increase in pensionable remuneration administration costs and the expected yield on assets.

Liability

	2016	2015
	R'000	R'000
Present value of unfunded defined benefit obligation guaranteed	55 845	47 310

Amounts recognised in profit or loss and other comprehensive income:

Current service costs	848	1 347
Interest costs	4 448	4 930
Included in personnel costs	5 296	6 277

Movements in the pension fund liability recognised in the statement of financial position are as follows:

	2016	2015
	R'000	R'000
Liability at beginning of year	47 310	66 463
Expense recognised	5 296	6 277
Benefits paid	(6 128)	(7 808)
Re-measurements	9 367	(17 622)
Liability at end of year	55 845	47 310

Sensitivity Analyses

The sensitivity of the liability to changes in the net discount rate is disclosed below:

	Variation	Current liability	Revised Liability	% Change
Assumption	0.9% increase	55 845	31 921	42.84%
Net discount rate	1.8% increase	55 845	16 912	69.72%

Principal actuarial assumptions used for accounting purposes were

	2016	2015
Expected rate of return	9.93%	10.28%
Future pension increases	4.18%	4.49%
Future salary increases	7.0%	9.16%

The SA 56-62 ultimate table was used as a basis for mortality assumptions.

The University expects R57 million in contributions to be paid to the funded defined benefit plan of which employee contributions are R19 million and employer contribution is R38 million.

9.4 Former Vista University Distance Education Centre (Vudec)

The assets of the Vista University Pension and Provident Funds are held independently of the University of South Africa's assets in a separate fund administered by SANLAM. The Vista University Pension and Provident Funds are defined contribution funds. Employer contributions for active members are credited against the Provident Fund and employee contributions to the Pension Fund.

The liability in respect of the pensioners has been outsourced to Quantum Pensions, a Sanlam insurance product.

The Vista University Pension and Provident Funds are valued by independent actuaries every three years. The last actuarial valuation was carried out on 31 December 2015 and the Funds were fully funded.

The members of the Vista University Pension and Provident Fund have been moved to the Unisa Retirement Fund with effect from 01 March 2015.

9.5 Re-measurement gains and (losses) in other comprehensive income

Note	2016	2015
	R'000	R'000
Post-retirement Medical Aid	(5 431)	(18 694)
National Retirement Tertiary Fund guarantee	(9 367)	17 622
Unisarf Actuarial (loss)/gain	(8 665)	13 332
Return on planned assets	(81 425)	26 142
Asset ceiling limitation	79 737	(23 045)
26	(25 151)	15 357

NOTE 10: ACCUMULATED LEAVE LIABILITY

	2016	2015
	R'000	R'000
Balance at beginning of the year	267 206	232 137
Net current year charge to profit or loss	28 543	35 069
Balance at end of year	<u>295 749</u>	<u>267 206</u>

Non-Current

Accumulated leave liability	<u>278 426</u>	<u>253 794</u>
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Amounts payable within one year, included in current liabilities

Accumulated leave liability	<u>17 323</u>	<u>13 412</u>
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This represents the provision for un-utilised annual leave. Entitlement only occurs upon the passing away, resignation or retirement of a staff member.

NOTE 11: TRADE AND OTHER PAYABLES

	2016	2015
	R'000	R'000
Trade payables	67 917	49 542
Sundry Creditors	132 339	183 072
Accruals	132 729	218 268
DHET (Vista Debtors)	14 294	14 096
Bursaries	3 887	33 120
Other	347 375	309 931
	<u>698 541</u>	<u>808 029</u>

Terms and conditions of the above financial liabilities

Trade payables, sundry creditors and other payables are non-interest bearing and are normally settled on 60-day terms

Bursaries are non-interest bearing and are distributed to student accounts as and when they are allocated.

DHET (Vista Debtors) are non-interest bearing and payable upon demand

Majority of other payables consist of Sundry Creditors for NSFAS/bursaries; unclaimed deposits; provisions for payroll, surplus sharing and other costs and income tax for salaries

Other payables consist of sundry creditors for NSFAS/Bursaries, unclaimed deposits, provisions for payroll, surplus sharing, other costs and Income tax for salaries

11.1 STUDENT DEPOSITS

Student deposits consist of amounts in the student accounts that are in credit.



NOTE 12: DEFERRED INCOME

	2016	2015
	R'000	R'000
The amount represents student fees received in advance in respect of the 2016 academic and financial year. The student fees are recognised as income in the year when tuition is provided to the student.	881	19 188
Various other grants received by the University during 2016 to the amount of R29,638 million (2015: R16,774 million). The University has spent R35,284 million during 2016 (2015: R5 998 million).	12 970	18 325
The Department of Higher Education and Training (DHET) has made twelve funding allocations to the University:		
An amount of R100 million for the improvement of infrastructure and student output efficiencies received in prior years. For 2016, an amount of R2,447 million (2015: R0,905 million) was spent on infrastructure, and R2,292 million (2015: R3,731 million) was charged through profit and loss.	72 790	75 082
An amount of R39,2 million for infrastructure and efficiency (undergraduate engineering laboratories – Florida campus) received in prior years. Amount of R0,776 million during 2016 (2015: R18,259 million) was charged through profit and loss.	0	776
An amount of R50 million for staff restructuring received in prior years. The University has spent R6,097 million during 2016 (2015: R4,887 million) and R0,481 was charged to profit and loss.	0	481
An amount of R87,130 million for Infrastructure and Efficiency Funds (FC1 to FC9) received in prior years. An amount of R3,954 million (2015: R38,087 million) was spent on infrastructure, and R8,527 million (2015: R5,896 million) was charged through profit and loss	69 387	77 914
An amount of R133,526 million (2015: R131,032) for Teaching development. The University has spent R157,568 million during 2016 (2015: R148,311 million) was spent and R157,583 million (2015: R148,333 million) was charged through profit and loss.	20 444	44 701
An amount of R6,998 million (2015: R17,395 million) for New generation of academics programme(Ngap). The University has spent R4,940 during 2016 (2015: R Nil) was charged to profit and loss.	19 454	17 395
An amount of R2,474 million for infrastructure and efficiency (ICT infrastructure) in prior year. The University has spent R1,860 million during 2016 (2015: R0,615 million).	0	1 860
An amount of R33,194 (2015: R24,5 million for infrastructure and efficiency (Maintenance). The University has spent R87,280 million during 2016 (2015: R7,204 million) and R50,490 million (2015: R7,2014 million) has been charged to profit and loss.	0	17 296
An amount of R2,559 million (2015: Rnil) for foundation programmes. The University has spent R21,295 million during 2016 (2015: R23,931 million) and R2,649 million has been charged to profit and loss..	0	90
An amount of R1,765 million (2015: R1,754 million) was received during 2016 for Teaching collaborative grant . The university has spent R1,542 million in 2016 (2015: R1,078 million and R1,542 million (2015: R1,078 million) was charged to profit and loss.	1 589	1 366
An amount of R0,995 million (2015: R0,995 million) was received for veterinary sciences programmes. The University has spent R0,577 million during 2016 (2015: R1,748 million) and R0,746 million (2015: R1,742 million) was charged to profit or loss.	1 441	1 191
	198 955	275 665

NOTE 13: INVESTMENT INCOME AND FAIR VALUE ADJUSTMENTS

	2016	2015
	R'000	R'000
Rental Income	4 780	4 324
Interest income		
General	18 044	13 952
Held for trading instruments	188 644	189 402
	206 688	203 354
Dividend income		
Held for trading instruments	61 109	84 538
	272 577	292 216
Fair value adjustments		
Designated at fair value	64 972	(40 372)
Held for trading instruments	516 485	(18 606)
	581 457	(58 978)

NOTE 14: PERSONNEL COSTS

	2016	2015
	R'000	R'000
Academic and professional	1 833 670	1 657 075
Other personnel costs	2 446 833	2 374 045
	4 280 503	4 031 120

Included in Other personnel costs is an amount of R52,572 million (2015: R73,570 million) paid to invigilators, examiners tutors and markers .

Compensation paid to Senior Management and Council members is included in other personnel costs, and disclosed in note 21.

The number of persons employed as at 31 December 2016

Full time	5 203	4 848
Part time	1 169	920
	6 372	5 768



NOTE 15: OTHER CURRENT OPERATING COSTS

The following items have been charged in arriving at the net surplus:

	2016	2015
	R'000	R'000
Supplies and services	1 225 987	1 370 320
Cost of services outsourced	151 285	126 894
Maintenance	124 192	85 520
Bursaries	138 907	187 451
Non-capitalised assets	105 436	41 936
Loss/(Profit) on exchange rate transactions	73 607	(105 982)
Impairment write off	94 720	101 940
Student receivables	79 158	82 319
Sundry debtors	15 562	19 621
Operating lease charges	75 117	79 557
Property	64 619	70 873
Vehicles	10 498	8 684
Auditors remuneration	10 831	10 594
Audit	7 453	6 755
Expenses	3 378	3 839
Other services		
	2 000 082	1 898 230

NOTE 16: FINANCE COSTS

	2016	2015
	R'000	R'000
Interest-bearing borrowings		
Finance leases		7 088
Interest paid other	365	564
	365	7 652

NOTE 17: FINANCIAL INSTRUMENTS

	Note	Total	At fair value through profit and loss (Held for trading)	At fair value through profit and loss (Designated at fair value)	Loans and receivables	Financial liabilities at amortised cost	Other financial instruments outside of the scope of IAS39 (AC 133)
		R'000	R'000	R'000	R'000	R'000	R'000
2016							
Assets							
Student receivables	5	114 434			114 434		
Trade and other receivables	5	230 162			230 162		
Other investments	6	6 047 712	5 687 108	360 604			
Cash and cash equivalents	7	207 003			207 003		
Total assets		6 601 771	5 687 108	360 604	534 059		
Liabilities							
Funds administered on behalf of DHET	23.2.1	(64 072)				(64 072)	
Trade and other payables	11	(698 542)				(698 542)	
Student deposits	11.1	(152 164)				(152 164)	
Total liabilities		(914 778)				(914 778)	
2015							
Assets							
Student receivables	5	170 052			170 052		
Trade and other receivables	5	204 923			204 923		
Other investments	6	5 733 050	5 432 924	300 126			
Cash and cash equivalents	7	572 017			572 017		
Total assets		6 680 042	5 432 924	300 126	946 992		
Liabilities							
Funds administered on behalf of DHET	23.2.1	(68 606)				(68 606)	
Trade and other payables	11	(808 029)				(808 029)	
Student deposits	11.1	(150 442)				(150 442)	
Total liabilities		(1 027 077)				(1 027 077)	



Financial risk management

The University's principal financial instruments comprise the following: interest-bearing borrowings, financial assets at fair value through profit or loss (including equity instruments, debt instruments and unit trust investments) as well as cash and cash equivalents. The main purpose of these financial instruments is to fund the University's current and future operations. The University has other financial assets and liabilities such as student and other receivables and trade payables, which arise directly from its operations.

The main risks arising from the University's financial instruments are credit risk, market risk and liquidity risk.

The University's financial risk management objectives and policies are governed by a formalised investment policy and related procedures approved by the Council of the University. The means by which the risks referred to above are managed include a specified strategic asset allocation between different categories of financial assets and the appointment of specialised investment managers. The investment managers are issued with specific mandates that include restrictions to manage the financial risks referred to above. The Operational Investment Committee monitors the investment performance on a regular basis.

The University does not undertake any specific hedging activities.

17.1 Credit risk

Credit risk is the risk of financial loss to the University if a student, employee or counter party to a financial instrument fails to meet its contractual obligations, and arises principally from the University's receivables from students, employees and investment securities.

The University is exposed to credit risk arising from student receivables relating to outstanding fees. The University requires students to pay a minimum deposit on registration in respect of fees in order to mitigate this risk. Outstanding fees are monitored on a regular basis and action is taken in respect of long outstanding amounts. The University is also exposed to credit risk arising from unsecured vehicle loans made to employees. The university no longer grants loans.

Credit risk also arises from the University's other financial assets, which comprise cash and cash equivalents and financial assets at fair value through profit or loss. The University places cash and cash equivalents with reputable financial institutions and invests through specialised investment managers with mandates restricting credit risk exposure.

17.1.1 Exposure to credit risk

Impairment Losses

The ageing of student receivables at the reporting date was:

	Gross debtors impaired	2016 Gross debtors not impaired	Gross debtors impaired	2015 Gross debtors not impaired
	R'000	R'000	R'000	R'000
Past 120 days	55 162	114 434	94 084	170 052
More than one year				
Total	55 162	114 434	94 084	170 052

All debtors that are passed 120 days are past due.

The maximum exposure to credit risk for student fees receivables at the reporting date by geographic region was:

	2016	2015
	R'000	R'000
Domestic	111 109	162 917
Foreign students	3 325	7 135
	114 434	170 052

For other financial assets the maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position.

17.2 Market risk

17.2.1 Interest rate risk

The University manages its exposure to interest rate risk by limiting its investments in interest-bearing financial assets, as specified in its strategic asset allocation and mandate to investment managers. The level of interest-bearing borrowings is also monitored and kept at a conservative level.

17.2.1.1 Exposure to interest rate risk

17.2.1.1.1 Short term assets

The following table reflects the market value of the domestic cash portfolio:

	2016	2015
	R'000	R'000
Bank balances	131 581	215 535
Money market deposits	75 422	356 482

The University measures the value of the domestic cash portfolio for the purposes of its financial statements at amortised costs. As such, the market risk variable to which the University is exposed in terms of these assets is interest rates (domestic only). Cash balances bear interest at variable rates. In previous years the amount for money market deposits was split between deposits and the cash portfolio. These items are regarded as having the same nature and are therefore combined.

Sensitivity analysis: Interest Rate Movements

The sensitivity analysis below focuses on cash flow sensitivity (the impact on future interest-related cash flows). It is understood that while interest rate changes may not have a significant impact on the fair value of the domestic cash portfolio, they would impact variable interest cash flows. The cash flow impact on the portfolio of a 2% parallel increase/decrease in South African interest rates was therefore considered.

The following sensitivity analysis which was based on a regression model using data from 31 January 2002 to 31 December 2016:

	Scenario 1	Scenario 2
Annual change in interest rate	2.0%	2.0%
Projected portfolio performance	10.09%	6.80%



	Scenario 1	Scenario 2
	R'000	R'000
Projected interest cash flows for 2017	50 437	33 991

17.2.1.1.2 Long term assets

As at 31 December 2016, the University had 64% (2015: 83.8%) of its equity portfolio invested in domestic equities and 36% (2015: 16.2%) in international equities. The University measures the value of the equity portfolio at fair value (market value). The market risk variable to which the University is exposed in terms of these assets is equity indices (domestic and international).

Sensitivity analysis: interest rate movements

The table below sets out the impact on the fixed interest portfolios and the resulting impact on profit or loss (on a pre-tax basis) of a 2% parallel increase in South African interest rates (relevant for the domestic fixed interest portfolios) and a 1% parallel increase in United States interest rates (relevant for the international fixed interest portfolio). All other variables have been kept constant. Note that a negative impact reflects the fact that the fair value of the fixed interest portfolios will fall in response to an increase in interest rates. The analysis is performed on the same basis as for 2015.

	2016	2015
	R'000	R'000
Domestic bond portfolio	(151 975)	(157 577)
International bond portfolio		(14 868)
	(151 975)	(172 445)

The table below sets out the impact on the fixed interest portfolios of a 2% parallel decrease in South African interest rates (relevant for the domestic fixed interest portfolios) and a 1% parallel decrease in United States interest rates (relevant for the international fixed interest portfolio). Note that a positive impact reflects the fact that the fair value of the fixed interest portfolios will increase in response to a fall in interest rates. The analysis is performed on the same basis for 2015.

	2016	2015
	R'000	R'000
Domestic bond portfolio	196 958	210 203
International bond portfolio		19 930
	196 958	230 133

17.2.2 Foreign currency risk

The University's exposure to foreign currency risk arises from Ethiopian student fee income, international portfolio investments and foreign currency asset purchases. The University's international portfolio is managed by its asset manager. The remaining foreign currency exposure is not managed on an active basis.

17.2.2.1 Exposure to currency risk

As at 31 December 2016, the University had R1,400 billion (2015: R1,551 billion) invested in international assets within the long term portfolio, of which R1,400 billion (2015: R1,234 billion) was in equities and R27 thousand (2015: R317 million) was invested in bonds.

Sensitivity analysis: Exchange Rate Movements

A 10% strengthening of the Rand (ZAR) against the following currencies as at 31 December would have changed (increased/(decreased)) equity and profit or loss (on a pre-tax basis) by the amounts



shown below. This analysis assumes that all other variables remain constant. (For example, the US Dollar figure assumes that the Rand strengthens against the US Dollar only, and remains constant against the other currencies). The analysis is performed on the same basis as for 2015.

	2016	2015
	R'000	R'000
US Dollar	(81 929)	(81 154)
Euro	(27 886)	(27 038)
Japanese Yen	(6 730)	(14 799)
	(116 545)	(122 991)

A 10% weakening of the Rand against the above currencies as at 31 December would have the equal but opposite effect on the above currencies to the amounts shown above, on the basis that all other variables remain constant

17.2.2 Other Market price risks

17.2.2.1 Equity price risk

Equity price risk that arises from equity securities at fair value through profit or loss is minimal, as the University follows a long-term and conservative investment strategy. The primary goal is to maximise investment returns. The equity portfolio is managed by specialised fund managers with specific mandates

17.2.2.2 Exposure to equity price risk

As at 31 December 2016, the University had 64% (2015: 83.8%) of its equity portfolio invested in domestic equities and 36% (2015: 16.2%) in international equities. The University measures the value of the equity portfolio at fair value (market value). The market risk variable to which the University is exposed in terms of these assets is equity indices (domestic and international).

Sensitivity analysis

The impact on the equity portfolios and the resulting impact on profit or loss (on a pre-tax basis) of a 20% fall in the JSE All Share Index (relevant for the domestic equity portfolio) and a 10% fall in the MSCI World Equity Index (relevant for the global equity portfolios) is as follows (the analysis is performed on the same basis as for 2015):

	2016	2015
	R'000	R'000
Domestic equity portfolio	(505 243)	(409 580)
International equity portfolio	(75 749)	(116 163)
	(580 992)	(525 743)

A 20% increase in the value of the JSE All Share Index and a 10% increase in the value of the MSCI World Equity Index as at 31 December 2016 would have the equal but opposite effect to the amounts shown above, on the basis that all other variables remain constant.



17.3 Liquidity risk

The University's operations are mainly cash driven. The liquidity is managed to ensure, as far as possible, that the University will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation. The Operational Investment committee is tasked to manage the cash requirements.

17.4 Maturity analysis

2016	Note	Carrying amount	Within 1 year	2-5 years	More than 5 years
		R'000	R'000	R'000	R'000
		64 072	5 673	19 994	38 405
		698 542	698 542		
		152 164	152 164		
		914 778	856 379	19 994	38 405

2015	Note	Carrying amount	Within 1 year	2-5 years	More than 5 years
		R'000	R'000	R'000	R'000
		68 606	5 129	18 077	45 400
	11	808 029	808 029		
		150 442	150 442		
		1 027 077	963 600	18 077	45 400

17.5 Fair values

The fair values together with the carrying amounts of all financial instruments shown in the statement of financial position are as follows:

Note	2016		2015	
	Carrying amount	Fair Value	Carrying amount	Fair Value
	R'000	R'000	R'000	R'000

Financial assets carried at fair value

Financial assets designated at fair value through profit or loss	6	360 604	360 604	300 126	300 126
Financial assets held for trading	6	5 687 108	5 687 108	5 432 924	5 432 924
		6 047 712	6 047 712	5 733 050	5 733 050

Financial assets carried at amortised cost

Loans and receivables	5	345 052	345 052	374 975	374 945
Cash and cash equivalents	7	207 003	207 003	572 017	572 017
		552 005	552 005	946 992	946 992

Financial liabilities carried at amortised cost

Funds administered on behalf of DHET		64 072	64 072	68 606	68 606
Trade and other payables		698 542	698 542	808 029	808 029
Student deposits		152 164	152 164	150 442	150 442
		914 778	914 778	1 027 077	1 027 077

**Estimation of fair values**

The following summarises the major methods and assumptions used in estimating the fair values of financial instruments reflected in the above table.

Listed debt and equity securities

Fair value is based on quoted market prices at the reporting date without any deduction for transaction cost.

Unit trust investments

The fair value of unit trust investments is determined as the redemption value of these investments at the reporting date.

Interest-bearing borrowings and non-current receivables

Fair value is calculated based on discounted expected future principal and interest cash flows. The discount rate used to calculate fair value for 2016 was 5.27% (2015: 8.48%).

Student and other receivables/payables and student deposits

For receivables/payables and student deposits with a remaining life of less than one year, the carrying amount is deemed to reflect the fair value.

17.6 Fair Value hierarchy

The table below analyses financial instruments carried at fair value, by valuation method. The different levels have been defined as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs)

	Level 1	Level 2	Level 3	Total
	R'000	R'000	R'000	R'000
31 December 2016				
Financial assets designated at fair value through profit or loss	360 604			360 604
Financial assets held for trading	5 687 108			5 687 108
	6 047 712			6 047 712
31 December 2015				
Financial assets designated at fair value through profit or loss	300 126			300 126
Financial assets held for trading	5 432 924			5 432 924
	5 733 050			5 733 050

There have been no transfers between categories.



NOTE 18: CONTINGENT LIABILITIES

18.1 Guarantees

A contingent liability in the form of guarantees, amounting to R1,1 million (2015: R1,9 million) exists in respect of loans and bank facility guarantees.

A contingent liability in the form of disputed invoices amounting to R36,8 million (2015: Nil) exists with a supplier of the University.

18.2 Industrial Relations

At 31 December 2016 outstanding claims amounting to approximately R234,3 million (2015: R16,2 million) in respect of on-going industrial relations litigation existed. No provisions for settlement of these claims have been recognised at reporting date.

NOTE 19: COMMITMENTS

19.1 Capital commitments

Contracts negotiated and orders placed in respect of capital items and inventories not yet executed:

	2016	2015
	R'000	R'000
Property, plant and equipment	242 184	325 309
Inventories and services	933 020	997 264
	1 175 204	1 283 419

19.2 Operating lease commitments

The future minimum lease payments under non-cancellable operating leases are as follows:

	2016	2015
	R'000	R'000
Not later than 1 year	72 465	62 518
Later than 1 year and not later than 5 years	62 940	80 982
	135 405	143 500

The University leases motor vehicles, buildings and warehouse facilities countrywide for the purpose of Regional Offices, Learning Centres, Examination Centres and storage facilities under operating leases. The leases typically run for a period of three years with an option to renew the lease after that date. Lease payments will increase annually or as agreed-upon based on changes in the price index.

NOTE 20: CASH GENERATED FROM OPERATIONS

Reconciliation of net surplus to cash generated from operations:

	Note	2016 R'000	2015 R'000
Net surplus/ (deficit)		156 677	(343 220)
Adjustments for:			
Pension fund surplus recognised	9.2	(10 377)	(25 570)
Fair value adjustments	13	(581 457)	58 978
Depreciation and amortisation		289 077	302 612
Loss on sale property plant and equipment		808	624
Profit/ (loss) on sale of investments		13	(256)
Investment income	13	(272 577)	(292 216)
Finance costs	16	365	7 652
Net foreign exchange differences		73 607	(105 982)
Increase in post-employment obligation	9.1	41 239	40 490
Increase in funds administered on behalf of the DHET		(4 535)	(2 264)
Changes in working capital (excluding the effects of acquisition and disposal):		(118 434)	(4 376)
Accounts and other receivables	5	29 924	145 353
Inventories	4	960	(17 139)
Trade and other payables	11	(147 398)	(132 590)
Cash generated from operations		(425 594)	(363 528)

NOTE 21: COMPENSATION PAID TO EXECUTIVE MANAGEMENT AND COUNCIL MEMBERS

Compensation paid to Executive Management

The following disclosure relates to compensation paid to Executive staff. Remuneration is based on the cost of employment to the institution comprising flexible remuneration packages

Name	Office held	Total costs R'000
Prof M S Makhanya	Principal and Vice Chancellor	3 640
Prof NG Zide	Registrar Academic Enrolments and Administration (resigned 31 December 2016)	2 334
Dr RD Mokate	Executive Dean: Economic and Management Sciences (CEMS)	2 232
Prof D Singh	Vice Principal: Advisory and Assurance Services	2 278
Ms L Griesel	Executive Director: Strategy, Planning and Quality Assurance	2 154
Prof E Sadler	Deputy Executive Dean: College of Economic and Management Sciences	2 122
Mr PZR Zwane	Chief Financial Officer	2 107
Mr GM Letsoalo	VP ICT Chief Information Officer	2 105
Prof P H Havenga	Executive Director: Academic Planner	2 068
Dr I O G Moche	Executive Dean: College of Agriculture and Environmental Sciences	2 036
Prof I W Alderton	Deputy Executive Dean: College of Science, Engineering and Technology	2 001
Dr B Mbambo-Thata	Executive Director: Library (resigned 31 December 2016)	2 000
Prof M J Linington	Executive Dean: College of Agriculture and Environmental Sciences	1 998
Prof R M Moeketsi	Executive Dean: College of Human Sciences (resigned 31 December 2016)	1 964
Dr P S Zulu	Executive Director: Human Resources	1 943
Prof L Labuschagne	Executive Director: Research	1 927
Dr A M Mahomed	Executive Director: Study Material, Production and Delivery	1 920
DR M M Socikwa	VP Operations and Facilities (appointed 01 February 2016)	1 916
Mr J C van Wyk	Executive Director: Legal Services	1 903
Prof R Songca	Executive Dean: College of Law	1 864
Prof G C Cuthbertson	Executive Dean: College of Graduate Studies	1 809
Mrs A Steenkamp	Chief Audit Executive	1 784
Prof E O Mashile	Executive Director: Tuition and Facilitation of Learning	1 783
Dr J C Henning	Deputy Executive Director: Library Services (resigned 31 December 2016)	1 762
Prof V A McKay	Deputy Executive Dean: College of Education	1 736
Prof MT Mogale	Executive Dean: Economic and Management Sciences (CEMS)	1 718
Mr I I Mogomotsi	Executive Director: University Estates	1 701
Dr Q M Temane	Deputy Registrar	1 684
Prof GP Coetzee	Deputy Executive Dean: Accounting Sciences (CAS) (appointed 1 October 2016)	1 643
Prof CJ Swanepoel	Project Leader in Registrar Office: 2016/06/01 to 2016/12/23	1 619
Prof D Modise	Deputy Executive Dean: Agriculture and Environmental Sciences (CAES) (appointed 1 September 2016)	1 606
Dr B E Zawada	Deputy Executive Dean: College of Human Sciences	1 601
Mr D C Fortuin	Executive Director: Compliance	1 592
Prof LJ Teffo	Acting Executive Dean: Graduate Studies 2016/02/01 to 2016/03/31, 2016/06/01 to 2016/07/31, 2016/10/01 to 2016/11/30	1 592
Mr M Shaikh	Executive Director: Communication and Marketing (resigned 31 December 2016)	1 586
Prof M Slabbert	Deputy Executive Dean: College of Law	1 580
Prof R T Mpofu	Deputy Executive Dean: College of Economic and Management Sciences	1 492
Mr WH Du Plessis	Acting Executive Director: Finance 2016/04/06 to 2016/05/31, 2016/07/01 to 2017/01/06	1 469
Dr DT Hulbert	Acting Executive Director: ICT 2016/05/01 to 2016/07/31	1 386
Prof MC Mulaudzi	Acting Deputy Executive Dean: CEMS 2016/12/06 to 2017/01/06	1 242
Prof R M Phakeng	Vice Principal: Research and Innovation (resigned 30 June 2016)	1 115
Ms V F Memani-Sedile	Executive Director: Finance (resigned 31 May 2016)	903
Mr D van der Merwe	Deputy Executive Director: Information and Communication Technology (resigned 29 February 2016)	316
Prof MT Mogale	Executive Dean: Economic and Management Sciences (CEMS) (appointed 1 November 2016)	286
Mr GM Letsoalo	VP ICT Chief Information Officer (appointed 1 December 2016)	175

Compensation paid to Council Members

The following disclosure relates to compensation paid to Council Members for work as a Council member.

Council Member	Attendance at meetings	Reimbursement of expenses	Total
	R'000	R'000	R'000
TG Ramasike	174	39	213
NV Mokoka	124	19	143
AS Simelane	126	6	132
B Mehlomakulu	100	6	106
OSM Lebese	92	7	99
DD Mokgatle	65	7	72
GM Nkondo	61	1	62
B Ngcaweni	58	3	61
I Tufvesson	57	1	58
LI Tlhabanelo	52	5	57
PJA Mphafudi	44	8	52
FE Letlape	46	3	49
MA Shak Amod	43	3	46
TYM Wentzel	40	6	46
CPM Thokoane	38	2	40
L Makuleni	24	1	25
BS Khumalo	22	2	24
PM Ntsimane	20	2	22
SD Mayinga	19	3	22
LI Tlhabanelo	17	2	19
AA Da Costa	16		16
PN Thuynsma	13	2	15
O Ngwenya	12	1	13
MJ Maboja	12	1	13
EL Swart	12		12
TT Ngcobo	10		10
EK Tsatsi	6	1	7
F Karodia	6	1	7
MC Kganakga	6	1	7
G Reddy	4		4
FCS Marupen	4		4
MP Modiba	4		4
P Maharaj	2		2

NOTE 22: ESTIMATIONS AND JUDGEMENT APPLIED BY MANAGEMENT IN APPLYING THE ACCOUNTING POLICIES

The following estimations and judgements were applied by the Council and Management in applying the accounting policies:

22.1 Write-down of inventory

The level of study material and prescribed books on hand at each reporting date is examined and compared to the historical usage and estimated future student registrations. Study material that will be revised within a two year period is also identified. Any material in excess of demand is written down and reflected at their scrap value.

Damaged inventory is similarly written down when identified.

22.2 Post retirement employee benefits

The estimations and assumptions applied by the independent actuaries in valuing the University's post-retirement pension fund and medical aid liabilities are fully disclosed in the related notes.



22.3 Provision for student and sundry debtors

At year end the university makes an estimate of the amount of the total outstanding student debt that it is expected to not be recovered. This estimate is based on the percentage of recoverability of the outstanding fees. This amount is then provided for in full.

For sundry debtors all debtors outstanding at year end, older the 90 days are provided for in full.

NOTE 23: RELATED PARTIES

23.1 Senior Management and employees

23.1.1 Emoluments paid to Senior Management

Senior Management has been defined on all post grades between Deputy Executive Dean/ Director and the Principal and Vice chancellor. Please refer to note 23 for more detail.

23.1.2 Study benefits

In terms of conditions of service, employees and dependants are entitled to the following study benefits:

- Senior Management and their close relatives who study at any other recognised tertiary institution will receive a subsidy from the University. During 2016 an amount of R141 879 (2015: R76 316) was paid as subsidies.
- Senior Management and their close relatives who study at the University will only pay the cost for one undergraduate semester module. In certain cases the study fees will be subsidised in full. During 2016 the benefit granted amounted to R nil (2015: R nil).

23.2 Exchanges with the Department of Higher Education and Training (DHET)

23.2.1 Funds administered on behalf of DHET

	2016 R'000	2015 R'000
Funds administered	64 072	68 606

The University has been appointed as legal successor for the former Vista University. In terms of a memorandum of agreement with the DHET the University will administer the medical aid liability of the Vista's pensioners on behalf of the DHET.

23.2.2 Amount receivable from the DHET

	2016 R'000	2015 R'000
Subsidy received	2 878 517	2 283 615

23.2.3 Funds allocated for the improvement of teaching/learning facilities and infrastructure, student output efficiencies and for staff restructuring

	2016 R'000	2015 R'000
Amount spent	2 447	905
Amount charged through profit and loss	2 292	3 731

The DHET has allocated R100 million in 2007 to the University for the improvement of infrastructure and student output efficiencies. The funds will be spent according to the pre-approved project plans submitted to the DHET. The University is required to submit regular reports to the DHET on the implementation of the projects, including accounting for all expenditure.



	2016	2015
	R'000	R'000
Amount spent	6 097	4 887
Amount charged through profit and loss	4 861	3 731

The (DHET) has allocated R50 million in 2007 for staff restructuring

23.2.4 Funds allocated for teaching development

	2016	2015
	R'000	R'000
Amount allocated	133 526	131 032
Amount spent	157 568	148 311
Amount charged through profit and loss	157 583	148 333

The DHET has allocated development funding for the improvement of teaching. The funds will be spent within the parameters as set out in the University's proposal to the DHET. The University will be required to submit regular reports.

23.2.5 Funds allocated for teaching development

	2016	2015
	R'000	R'000
Amount allocated	11 376	0
Amount spent	96 287	30 209
Amount charged through profit and loss	11 376	30 209

The DHET has allocated development funding for the improvement of research. The funds will be spent within the parameters as set out in the University's proposal to the DHET. The University will be required to submit regular reports.

23.2.6 Funds allocated for foundation provision

	2016	2015
	R'000	R'000
Amount allocated	2 559	
Amount spent	21 295	23 931
Amount charged through profit and loss	2 649	23 931

The DHET has allocated foundation funding. These funds will be spent within the parameters as set out by the DHET



23.2.7 Funds allocated for veterinary sciences programmes

	2016	2015
	R'000	R'000
Amount allocated	995	995
Amount spent	572	1 742
Amount charged through profit and loss	746	1 785

The DHET has allocated funding for the improvement of equity profiles of veterinary sciences programmes, increases in the graduate outputs of these programmes, institutional cooperation and improvements in the geographical distribution of veterinary sciences specialization.

23.2.8 Funds allocated for New generation of academics(nGap)

	2016	2015
	R'000	R'000
Amount allocated	6 998	17 395
Amount spent	4 940	0

The DHET has allocated funding for the New Generation of Academics Programme. The funds will be spent within the parameters as set out in the University's proposal to the DHET. The University will be required to submit regular reports

23.2.9 Funds allocated for infrastructure and efficiency (FC1 to FC9)

	2016	2015
	R'000	R'000
Amount spent	3 954	5 894
Amount charged to profit and loss	8 527	5 896

The DHET has allocated funding for infrastructure and efficiency. The funds will be spent within the parameters as set out in the University's proposal to the DHET. The University will be required to submit regular reports.

23.2.10 Funds allocated for teaching collaborative grant

	2016	2015
	R'000	R'000
Amount allocated	1 765	1 754
Amount spent	1 542	1 078

The DHET has allocated funding for the teaching and collaborative grant. The funds will be spent within the parameters as set out in the University's proposal to the DHET. The University will be required to submit regular reports.

23.2.11 Funds allocated for teaching collaborative grant

	2016 R'000	2015 R'000
Amount allocated	0	2 478
Amount spent	1 860	615

The DHET has allocated funding for ICT infrastructure and efficiency. The funds will be spent within the parameters as set out in the University's proposal to the DHET. The University will be required to submit regular reports.

23.2.12 Funds allocated for infrastructure and efficiency (Maintenance)

	2016 R'000	2015 R'000
Amount allocated	33 194	24 500
Amount spent	87 280	
Amount changed through profit/loss	50 490	7 204

The DHET has allocated funding maintenance. The funds will be spent within the parameters as set out in the University's proposal to the DHET. The University will be required to submit regular reports.

23.3 Post-employment benefit plans

Contributions by the University to these plans are disclosed in note 11.

NOTE 24: CAPITAL MANAGEMENT

The University's objectives when managing capital are:

- safeguard the university ability to continue as a going concern
- generate additional investment income
- act as a short-term relief for operational cash flow requirements
- act as a source of bridging capital when required
- provide project finance
- provide financial stability and security
- protect the capital base of the reserve funds against inflation

Funds are invested according to the cash flow requirements and projected future cash flows.

The University manages the capital structure and makes adjustments to it in the light of changes in economic conditions and the risk characteristics of the underlying assets. The management of the capital has been outsourced to specialised investment fund managers who are issued with specific mandates and restrictions. The performance of fund managers is monitored on a regular basis by the Operational Investment Committee and reported to the Finance, Investment and Estates Committee of Council and Council.

The University is subject to the regulatory requirements of the Department of Higher Education and Training relating to its capital management.



NOTE 25: STANDARDS AND INTERPRETATIONS NOT YET EFFECTIVE

In terms of IAS 8 entities are required to include in their financial statements disclosure about the future impact of Standards and Interpretations issued but not yet effective at the reporting date.

At 31 December 2016, the following Standards and Interpretations were in issue but not yet effective

Standard/Interpretation		Effective date Periods beginning on or after
IFRS 9	<i>Financial Instruments</i>	1 January 2018
IFRS 15	<i>Revenue from contracts from customers</i>	1 January 2018
IFRS 16	<i>Leases</i>	1 January 2019
IAS 7	<i>Amendments to IAS 7</i>	1 January 2017



THE CREST

The crest symbol is composed of ten graphic elements, all carefully researched, selected and crafted to express the core values and vision of Unisa. Distinctly African – each element is rich in meaning.



The Flames

The flames are Unisa's unique differentiation as a flexible and accessible environment affording learners the freedom to pursue their dreams.



The Sparks

The sparks present Unisa as an environment of creation and enlightenment.



The Calabash

The calabash, an African symbol of generosity, hospitality and sharing, represents Unisa's awareness of its social responsibility to service humanity.



The Diamonds

The diamonds represent the five Unisa colleges, each offering a wealth of knowledge and expertise.



The Arch

The arch symbolises the brain as the core of learning.



The Sun

The sun represents the university's ongoing search for excellence and leading role in shaping the future of Africans through learning.



The Open Book

The Open Book – reminiscent of waves – represents the university's role as an institution of learning and continuous development.



The Unity Symbol

An African symbol of unity and humanity signifies the university's central role in providing service to humanity, as well as the interdependence of the African community and the various university stakeholders.



The Tusks

The tusks represent Unisa's strength, heritage and stature as a national institution, anchor of learning and the mother of many of South Africa's leading institutions of higher learning.



The Motto

Pro Gentibus Sapientia – literally derived from our vision – "*learning in the service of humanity*".

2016 ANNUAL REPORT



UNISA
UNIVERSITY OF SOUTH AFRICA